



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

### **Reports from Administration**

Executive Director: Mrs. McClelland reported on areas of focus, including the planning for enrollment season, homeschool program proposal to be presented to the board in January or February, and the executive director succession plan for the board to review before posting for a full-time executive director position. Mrs. McClelland provided the following information also to be included in these highlights: A library policy is in development that will help ensure Monument Academy maintains philosophical alignment and fidelity to our mission and vision for years to come. With this discussion, we will also analyze how we reach our literacy goals and how we fund them. This includes fundraisers like the book fair. We are asking our parent community to partner with us in this discussion and provide feedback. Please look for a short survey to come after the new year. We appreciate your engagement on this topic.

CFO: Mr. Glenn Gustafson announced that we finalized our FY 22/23 audit and it is now in the process of submission to all appropriate recipients for compliance. The finance committee will review the audit results and it will be presented to the board at the January 11th regular board meeting. The ERTC (Employee Retention Tax Credit) application process continues and is currently under legal review for due diligence. The application deadline is September 2024. Mr. Gustafson has been working with the governance/policy committee to review and update the D series finance policies. The first batch was approved by the board on December 14th. You can review the policies by clicking [here](#) and selecting "Board Policies" from the left hand column. A second batch of policy edits for approval will be submitted to the board at a future meeting date. Please click here to review the November Monthly Financials as presented at the board meeting.

Please click here to review the provided reports from principals and admin team.

### **Board Committee Highlights**

- Highway 105: (Updated report since board meeting) The roundabout at Knollwood and Village Ridge Point is officially open. The temporary ingress/egress off Hwy 105 by the dirt lot has been closed. Furthermore, the egress through the church lot at the top of the s-curve has been closed, and the temporary stop lights on Hwy 105 have been removed. Upon return from winter break, Monument Academy West carline traffic will be in Phase 3, utilizing the Knollwood Drive roundabout for all school traffic, whether ingressing or egressing. **Please ensure you have reviewed the Parent Square post made by Kendra Kuhlmann on December 22nd with further information. You can view the [Phase 3 carline video here](#).**
- SAAC West: The committee reviewed the mid-year survey results and provided a recommendation letter to the board. Please click here to jump to the letter.

### **Update on Policy on Gender Transition and Parental Rights**

Mr. Buczkowski provided an update on behalf of the Governance/Policy Committee. The committee received numerous email responses from the community with feedback on the



first draft. They will take additional time to review and consider the feedback before bringing a second draft back to a future board meeting.

### **Mid-Year Budget FY 23/24**

CFO, Mr. Glenn Gustafson presented the mid-year budget for fiscal year 23/24. The board voted unanimously to approve the amended budget. Please [click here](#) for the budget documents that were presented.

### **Enrollment/Retention and Marketing Plan Presentation**

MA registrars Lena Gross and Laura Polen, and Marketing manager, Kendra Kuhlmann, presented on their enrollment, retention, and marketing initiatives. They provided an updated enrollment/retention and marketing plan with numerous examples of how they have enhanced these plans. Please [click here](#) for the information they discussed in the presentation.

### **Operations and Resource Development/Fundraising Plan and Update Presentation**

Operations Manager, Jake Dicus, presented to the board on the current status and plans for fundraising and revenue initiatives. Please [click here](#) for the information slides he provided.

### **FY 24/25 School Calendar**

The board approved the below school calendars for 2024-2025. Please [click here](#) to jump to the calendar pages.

### **2024 Board of Directors Election**

Board President, Ryan Graham, motioned for the purposes of only the 2024 Monument Academy Board election process, that the board authorize and appoint Director Matt Ross to conduct and be responsible for the election process as codified in Policy 1514B.

The reason for this motion is that the policy and the MA bylaws state that the Vice President of the Board shall conduct and be responsible for the election process. Due to the fact that the current Vice President, Lindsay Clinton, will be seeking a second term, the above motion was presented to alleviate any perceived conflict of interest. The motion was unanimously approved for the 2024 board election process.

### **School Spotlight**

December's school spotlight highlighted two individuals from the MA community.

Mike Svendsen, Monument Academy Athletic Director, was honored for the work he has put into advancing the high school athletic program and also attaining CHSAA (Colorado High School Activities Association) membership. His work has also centered around continuing to advance our middle school athletic program, which has seen great success including multiple league championships and even a state championship win for our cross country team!

Kristy Davis, MA parent, was nominated and recognized for her engagement and time in helping finalize the west campus shade structure. Her personal experience in construction



and her willingness to volunteer her time as west campus PTO vice president, were important elements when soliciting and selecting a bid, as well as helping oversee the project to completion.

### **January Board/Community Café Chat**

Board members Emily Belisle and Lindsay Clinton invite you to join them on January 17th from 9-10am at Serrano's Coffee Company.

Please RSVP here: [Jan 2024 Cafe Chat RSVP](#)

### **What's coming up?**

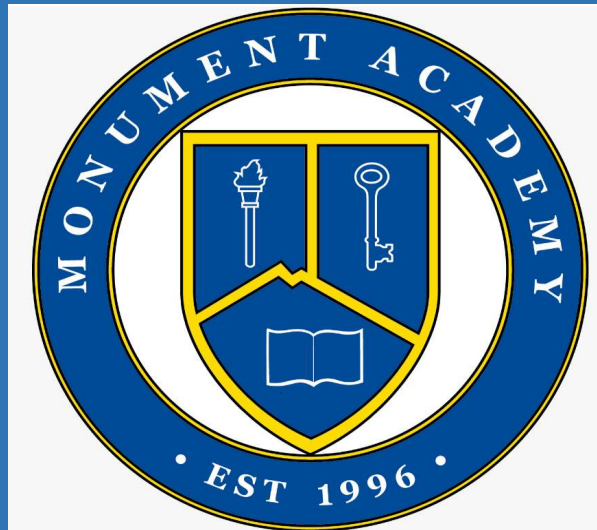
- January 11th, 2024: Board Regular Meeting 6:30 pm @ MA East Campus.
  - Public Comments are welcome related to agenda or non-agenda items. You must attend in person and sign-up on the public comment sheet prior to 6:30pm. The doors will open around 6pm for any attendees. Meetings are recorded and uploaded to our YouTube Channel: [Monument Academy Charter School](#). For live streams click on "live." For meetings that were recorded and uploaded, click on "videos."
  - To watch the video replay of the December 14, 2023 meeting please click here: [14 Dec 2024 Regular Meeting](#)

# **Monument Academy**

## **Monthly Financial Statements**

**Fiscal Year 2023-24**

**November 30, 2023**



Monument Academy  
1150 Village Ridge Pt  
Monument, Co 80132

Kim McClelland  
Interim Executive Director

Glenn Gustafson, CPA  
Interim Chief Financial Officer

14-Dec-23

**Monument Academy**  
**Quarterly Financial Summary**  
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**11/30/2023**

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**Monument Academy**  
**Quarterly Financial Summary**  
**General Fund**  
**11/30/2023**

	FY 23-24 11/30/2023				Target 100.0%		FY 23-24 YEAR-TO-DATE				Target 41.7%	Footnotes
	MTD Actual	1/12 x Annual Budget (1)	Variance		% Used		YTD Actual	Annual Budget	Variance		Percentage Recvd or Used	
<b>Revenues</b>												
Local Revenue	132,504	121,275	11,229		109.26%		679,125	1,455,297	(776,172)		46.67%	(1)
State Revenue	957,449	1,066,845	(109,396)		89.75%		4,787,247	12,802,144	(8,014,897)		37.39%	(2)
Federal Revenue	0	667	(667)		0.00%		0	8,000	(8,000)		0.00%	
<b>Total Revenues</b>	\$ 1,089,953	\$ 1,188,787	\$ (98,834)		91.69%		\$ 5,466,372	\$ 14,265,441	\$ (8,799,069)		38.32%	
<b>Expenditures by Program</b>												
Instructional Services	494,214	519,301	25,087		95.17%		2,443,775	6,231,591	3,787,816		39.22%	(3)
Pupil Services	28,974	42,122	13,148		68.79%		141,036	505,467	364,431		27.90%	(4)
Instr. Staff Support	52,841	57,390	4,549		92.07%		255,063	688,685	433,622		37.04%	(4)
General Administration	90,237	53,531	(36,706)		168.57%		270,180	642,376	372,196		42.06%	(5)
School Administration	51,830	87,552	35,722		59.20%		432,829	1,050,629	617,800		41.20%	
Business Services	(6,114)	21,764	27,878		-28.09%		156,216	261,173	104,957		59.81%	(6)
Maintenance, Operations & Trans	395,865	350,702	(45,163)		112.88%		1,757,582	4,208,419	2,450,837		41.76%	(6)
Central Services	23,223	56,425	33,202		41.16%		321,298	677,101	355,803		47.45%	(6)
<b>Total Expenditures</b>	\$ 1,131,070	\$ 1,188,787	\$ 57,717		95.14%		\$ 5,777,979	\$ 14,265,441	\$ 8,487,462		40.50%	
<b>Other Financing Uses</b>												
Transfers In/Out	0	0	0		N/A		60,965	0	0		N/A	
<b>Total Other Financing Uses</b>	\$ -	\$ -	\$ -		N/A		\$ 60,965	\$ -	\$ (60,965)		N/A	
<b>Income (Loss)</b>	\$ (41,117)	\$ -	\$ (41,117)				\$ (250,642)	\$ -	\$ (372,572)		N/A	(7)
<b>Audited/Estimated Fund Balance, Beginning of Year</b>							2,765,794	2,382,779				
<b>Fund Balance, End of Period</b>							\$ 2,515,152	\$ 2,382,779	\$ (372,572)			

Cash in Bank	6/30/23	11/30/23
Cash in Bank - Checking	241,941	(257,398)
Integrity Money Market	214,566	222,135
FNB Certificate of Deposit #1	651,894	0
ColoTrust	2,512,475	4,031,372
<b>Total Cash in Bank</b>	<b>\$3,620,876</b>	<b>\$3,996,109</b>

**Footnotes:**

- (1) Local Revenues for MTD & YTD are low due to correction of LP#38 revenue for enrollment decline.
- (2) State Revenues for YTD are low due to LP38 funding corrections, these were caused by the decrease w/enrollment reconciliation.
- (3) Instructional program expenditures are below budget for both MTD and YTD.
- (4) Pupil Services/Inst Staff program expenses are low for the month and below target YTD.
- (5) General Admin program expenditures are high for the month due to reclassifications of expenditures but only slight above budget YTD.
- (6) Business Services expenses are low for MTD due to expenditure reclassification but high YTD due to Payroll conversion costs; Maint & Ops and Central Services program are high for MTD but on target for YTD.
- (7) MTD total expenditures are below budget at 95.14% of budget and YTD total expenditures are below budget at 40.5% of budget (target = 41.7%).

**Monument Academy**  
**Quarterly Financial Summary**  
**General Fund**  
**11/30/2023**

**Expenditures by Object**

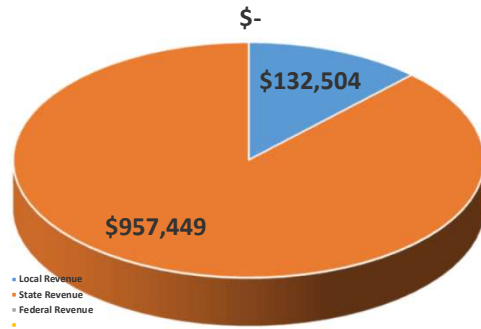
	FY 23-24 11/30/2023				FY 23-24 YEAR-TO-DATE				Footnotes
	Actual	1/12 x Annual Budget	Variance	Target 100.0% %	YTD Actual	Annual Budget	Variance	Target 41.7% Percentage Recvd or Used	
Salaries	501,631	526,327	24,696	95.31%	2,376,771	6,315,911	3,939,140	37.63%	(1)
Employee Benefits	171,955	184,731	12,776	93.08%	875,272	2,216,775	1,341,503	39.48%	(2)
Professional Services	67,092	56,571	(10,521)	118.60%	448,530	678,850	230,320	66.07%	(3)
Property Services	248,427	131,961	(116,466)	188.26%	1,445,985	1,583,535	137,550	91.31%	
Other Services	39,435	194,568	155,133	20.27%	196,707	2,334,816	2,138,109	8.42%	(4)
Supplies & Materials	42,134	56,969	14,835	73.96%	334,030	683,630	349,601	48.86%	(5)
Capital Outlay	60,214	36,352	(23,862)	165.64%	89,089	436,224	347,135	20.42%	
Other Objects	182	1,308	1,126	13.91%	11,594	15,700	4,106	73.85%	
<b>Total Expenditures</b>	<b>\$ 1,131,070</b>	<b>\$ 1,188,787</b>	<b>\$ 57,717</b>	<b>95.14%</b>	<b>\$ 5,777,979</b>	<b>\$ 14,265,441</b>	<b>\$ 8,487,462</b>	<b>40.50%</b>	(6)

**Footnotes:**

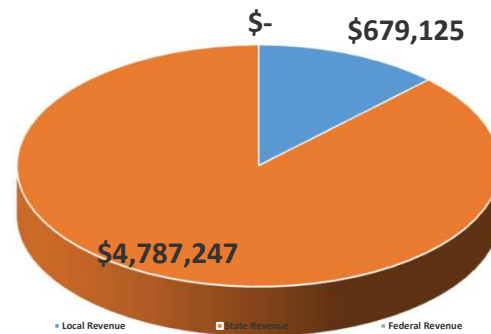
- (1) Salaries expenditures are slightly below budget at 95.31% but remember the budget will be adjusted in December.
- (2) Employee Benefits expenditures are below budget at 93.08% of the monthly budget and 39.48% of the YTD budget.
- (3) Purchased/Professional Services expenditures are high for the month and YTD due to facility and payroll transition costs. This is also impact by the HS/MS allocation with other Services.
- (4) Other Services are low for MTD & YTD.
- (5) Supplies and Materials expenditures are below budget for the month but high YTD due to start of school year expenditures.
- (6) Overall GF Expenditures are below budget at 95.14% for MTD and below budget YTD at 40.5%.

**Monument Academy**  
**Quarterly Financial Summary**  
**General Fund**  
**11/30/2023**

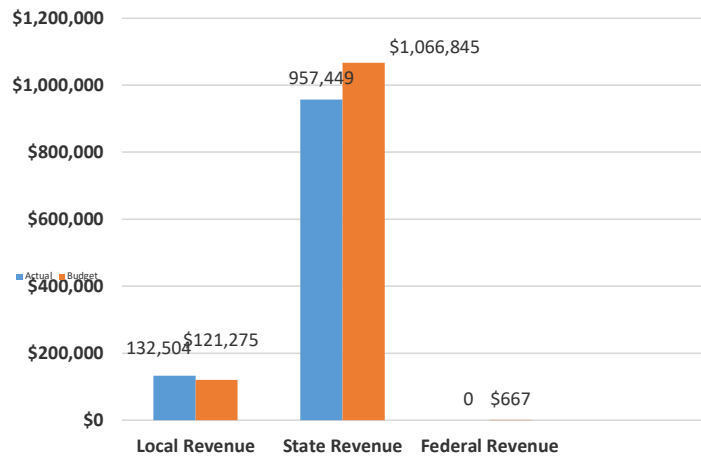
**MTD General Fund Revenues**



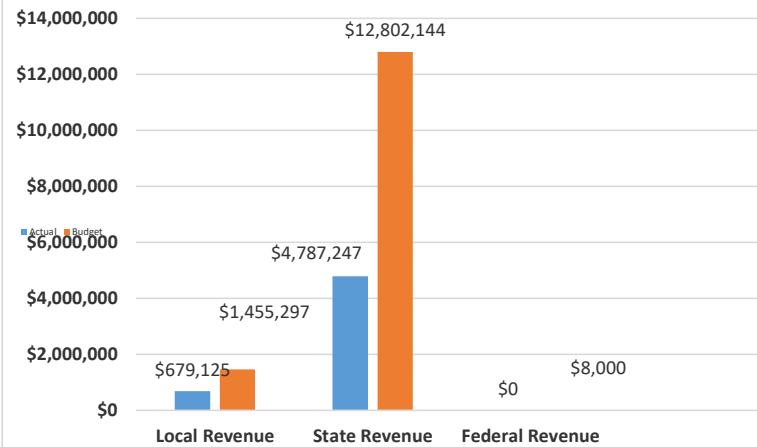
**YTD General Fund Revenues**



**MTD Revenue - Budget to Actual**



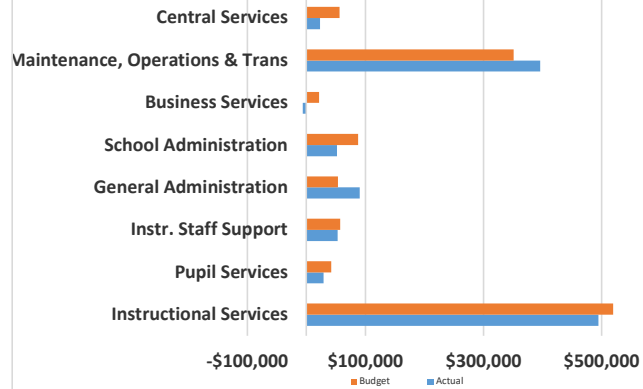
**YTD Revenue - Budget to Actual**



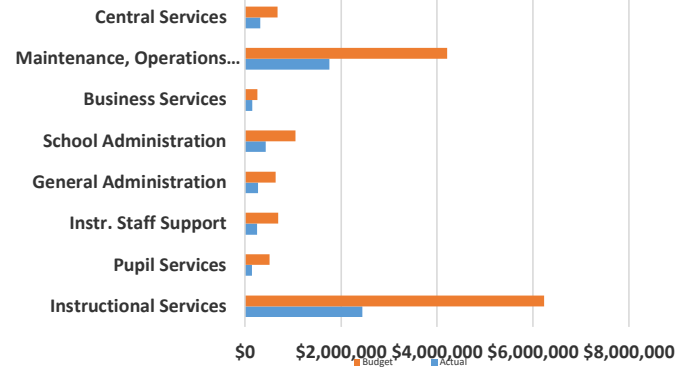


**Monument Academy**  
**Quarterly Financial Summary**  
**General Fund**  
**11/30/2023**

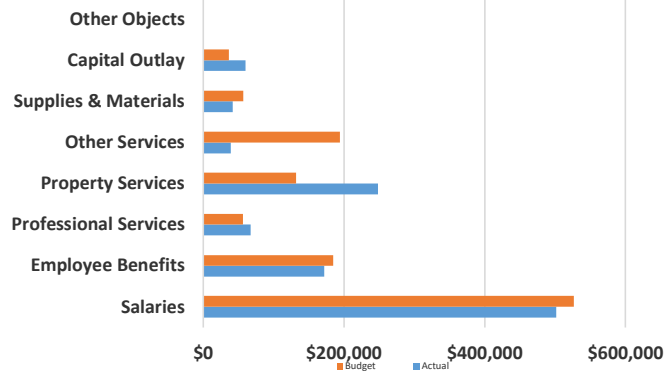
**MTD Expenditures by Program**



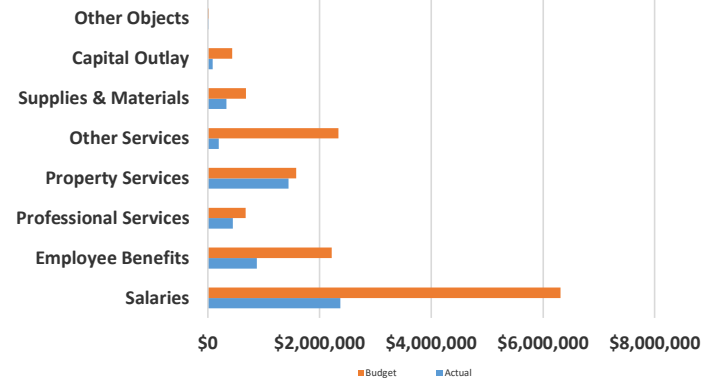
**YTD Expenditures by Program**



**MTD Expenditures by Object**



**YTD Expenditures by Object**



**Monument Academy**  
**Quarterly Financial Summary**  
**PreSchool Fund**  
**11/30/2023**

	FY 23-24 11/30/2023			Target 100.0%
	MTD Actual	1/12 x Annual Budget	Variance	% Used
<b>Revenues</b>				
Local Revenue	41,667	42,800	(1,133)	97.35%
State Revenue	8,204	0	8,204	N/A
<b>Total Revenues</b>	\$ 49,871	\$ 42,800	\$ 7,071	116.52%
<b>Expenditures</b>				
<b>Instruction</b>				
Salaries	21,628	18,688	(2,940)	115.73%
Employee Benefits	6,364	7,114	750	89.46%
Professional Services	0	0	0	N/A
Property Services	2,500	2,500	0	100.00%
Other Services	0	0	0	N/A
Supplies & Materials	12,398	1,000	(11,398)	1239.80%
Equipment	(16,234)	0	16,234	N/A
Total Instruction	26,656	29,302	2,646	90.97%
<b>School Adminsitration</b>				
Salaries	6,310	5,688	(622)	110.94%
Employee Benefits	1,703	1,784	81	95.46%
Professional Services	5,307	0	(5,307)	N/A
Supplies & Materials	0	0	0	N/A
Equipment	0	0	0	N/A
Total School Administration	13,320	7,472	(5,848)	178.27%
<b>Support Services</b>				
Salaries	1,252	0	(1,252)	N/A
Employee Benefits	448	0	(448)	N/A
Professional Services	0	0	0	N/A
Total Support Services	1,700	0	(1,700)	N/A
<b>Total Expenditures</b>	\$ 41,676	\$ 36,774	\$ (4,902)	113.33%
<b>Income (Loss)</b>	\$ 8,195	\$ 6,026	\$ 2,169	

**Cash in Bank - Integrity**      \$      **231,930**

	FY 23-24 YEAR-TO-DATE			Target 41.7%
	YTD Actual	Annual Budget	Variance	Percentage Recvd or Used
	223,584	513,600	(290,016)	43.53%
	52,516	0	52,516	N/A
	\$ 276,100	\$ 513,600	\$ (237,500)	53.76%
	79,294	224,255	144,961	35.36%
	24,575	85,362	60,787	28.79%
	0	0	0	N/A
	12,500	30,000	17,500	41.67%
	0	0	0	N/A
	20,384	12,000	(8,384)	169.87%
	15,304	0	(15,304)	N/A
	152,057	351,617	199,560	43.25%
	29,957	68,250	38,293	43.89%
	7,487	21,402	13,915	34.98%
	5,307	0	(5,307)	N/A
	0	0	0	N/A
	0	0	0	N/A
	42,751	89,652	46,901	47.69%
	5,005	0	(5,005)	N/A
	1,632	0	(1,632)	N/A
	0	0	0	N/A
	6,637	0	(6,637)	N/A
	\$ 201,445	\$ 441,269	\$ 239,824	45.65%
	74,655	72,331	2,324	
	99,146	75,000		
	\$ 173,801	\$ 147,331	\$ 2,324	

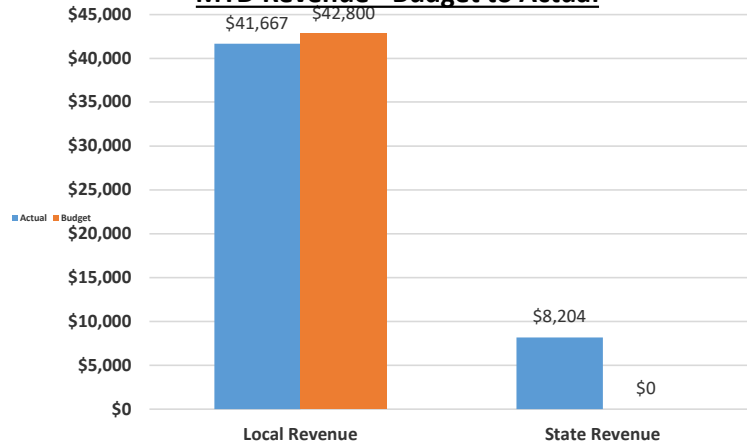
**Footnotes**

- (1) Preschool Salaries & Benefits were slightly high for the month due to staffing re-allocations and preschool grant stipends but are below budget year to date.
- (2) Supplies & Materials are slightly high for MTD and YTD due to preschool grant expenditures.
- (3) Total expenditures for the month (113%) & YTD (45.7% ) are above budget due to grant expenditures. This will be corrected w/revised budget.

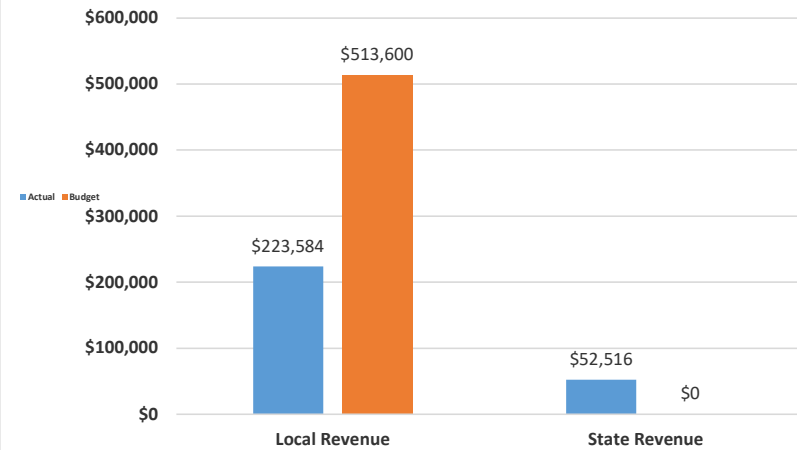
**Monument Academy**  
**Quarterly Financial Summary**  
**Preschool Fund**  
**11/30/2023**

**PreSchool Fund**

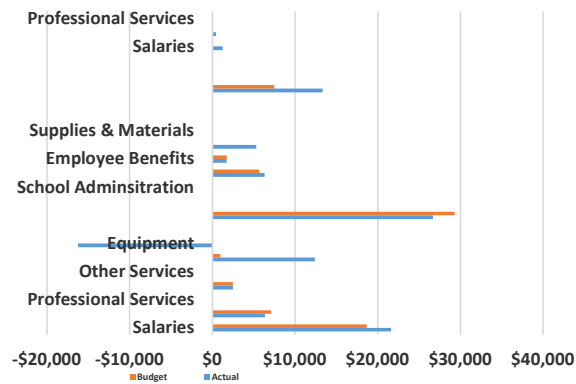
**MTD Revenue - Budget to Actual**



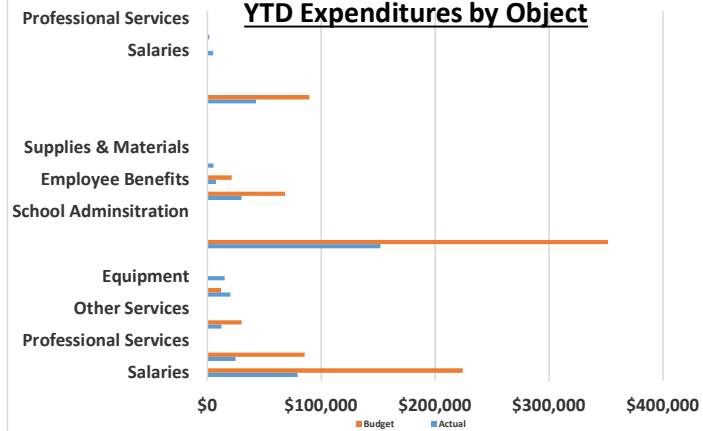
**YTD Revenue - Budget to Actual**



**MTD Expenditures by Object**



**YTD Expenditures by Object**



**Monument Academy**  
**Quarterly Financial Summary**  
**Facilities Corp Fund (52)**  
**11/30/2023**

	FY 23-24 11/30/2023				Target 100.0%	FY 23-24 YEAR-TO-DATE				Target 41.7%	Footnotes
	MTD Actual	1/12 x Annual Budget	Variance		% Used	YTD Actual	Annual Budget	Variance		Percentage Recvd or Used	
<b>Revenues</b>											
Interest Income		0		0	N/A		0		0	N/A	
Lease Income - Intercept 2014	82,537	77,083		5,454	107.08%	418,951	925,000		(506,049)	45.29%	
<b>Total Revenues</b>	\$ 82,537	\$ 77,083	\$	5,454	107.08%	\$ 418,951	\$ 925,000	\$	(506,049)	45.29%	
<b>Expenditures</b>											
Salaries	0	0		0	N/A	0	0		0	N/A	
Employee Benefits	0	0		0	N/A	0	0		0	N/A	
Professional Services	0	83		83	0.00%	0	1,000		1,000	0.00%	
Property Services	0	0		0	N/A	0	0		0	N/A	
Other Services	0	0		0	N/A	0	0		0	N/A	
Supplies & Materials	0	0		0	N/A	0	0		0	N/A	
Interest - 2014 Bonds	0	37,628		37,628	0.00%	230,469	451,538		221,069	51.04%	(1)
Principal - 2014 Bonds	0	39,167		39,167	0.00%	470,000	470,000		0	100.00%	(2)
<b>Total Expenditures</b>	\$ -	\$ 76,878	\$	76,878	0.00%	\$ 700,469	\$ 922,538	\$	222,069	75.93%	
<b>Other Financing Uses</b>											
Transfers Out	0	0		0	N/A	0	0		0	N/A	
<b>Total Other Financing Uses</b>	\$ -	\$ -	\$	-	N/A	\$ -	\$ -	\$	-	N/A	
<b>Income (Loss)</b>	\$ 82,537	\$ 205	\$	82,332		\$ (281,518)	\$ 2,462	\$	(283,980)		
<b>Audited/Estimated Fund Balance, Beginning of Year</b>						1,613,136	1,561,374				
<b>Fund Balance, End of Period</b>						\$ 1,331,618	\$ 1,563,836	\$	(283,980)		

<b>Cash in Bank</b>	<b>6/30/23</b>	<b>11/30/23</b>
Bond Principal Fund - 2014	365,055	100,425
Bond Interest Fund - 2014	188,214	186,110
Bond Reserve Fund - 2014	939,040	935,836
Bond R&R Fund - 2014	120,888	123,232
<b>Total Cash in Bank</b>	<b>\$1,613,197</b>	<b>\$1,345,603</b>

**Footnotes:**

- (1) Interest on the 2014 bonds will be paid in October 2023 and April 2024.  
(2) Principal on the 2014 bonds will be paid in October 2023.

**Monument Academy**  
**Quarterly Financial Summary**  
**Foundation Fund (53)**  
**11/30/2023**

	FY 23-24 11/30/2023				Target 100.0%	FY 23-24 YEAR-TO-DATE				Target 41.7%	Footnotes
	MTD Actual	1/12 x Annual Budget	Variance		% Used	YTD Actual	Annual Budget	Variance		Percentage Recvd or Used	
<b>Revenues</b>											
Interest Income		0		0	N/A		0		0	N/A	
Lease Income Intercept - 2019 Bonds	160,661	154,167		6,494	104.21%	734,850	1,850,000		(1,115,150)	39.72%	
<b>Total Revenues</b>	\$ 160,661	\$ 154,167		\$ 6,494	104.21%	\$ 734,850	\$ 1,850,000		\$ (1,115,150)	39.72%	
<b>Expenditures</b>											
Salaries	0	0		0	N/A	0	0		0	N/A	
Employee Benefits	0	0		0	N/A	0	0		0	N/A	
Professional Services	329	83		(246)	396.39%	1,065	1,000		(65)	106.50%	
Property Services	0	0		0	N/A	0	0		0	N/A	
Other Services	0	0		0	N/A	0	0		0	N/A	
Supplies & Materials	0	0		0	N/A	0	0		0	N/A	
Interest - 2019 Bonds	0	119,042		119,042	0.00%	0	1,428,500		1,428,500	0.00%	(1)
Principal - 2019 Bonds	0	33,750		33,750	0.00%	0	405,000		405,000	0.00%	
<b>Total Expenditures</b>	\$ 329	\$ 152,875		\$ 152,546	0.22%	\$ 1,065	\$ 1,834,500		\$ 1,833,435	0.06%	
<b>Other Financing Uses</b>											
Transfers Out	0	0		0	N/A	(60,965)			0	N/A	
<b>Total Other Financing Uses</b>	\$ -	\$ -		\$ -	N/A	\$ (60,965)	\$ -		\$ 60,965	N/A	
<b>Income (Loss)</b>	\$ 160,332	\$ 1,292		\$ 159,040		\$ 794,750	\$ 15,500		\$ 779,250		
<b>Audited/Estimated Fund Balance, Beginning of Year</b>						1,132,396	1,180,688				
<b>Fund Balance, End of Period</b>						\$ 1,927,146	\$ 1,196,188		\$ 779,250		

<b>Cash in Bank</b>	<b>6/30/23</b>	<b>11/30/23</b>
Integrity Checking MAF	1,758	1,765
Bond Principal Fund - 2019	41,276	204,881
Bond Interest Fund - 2019	172,481	722,657
Bond Reserve Fund - 2019	916,883	936,879
<b>Total Cash in Bank</b>	<b>\$1,132,398</b>	<b>\$1,866,182</b>

**Footnotes:**

(1) Interest on the 2019 bonds will be paid in Q2 and in June, 2024.

**Monument Academy**  
**Quarterly Financial Summary**  
**Student Activity Fund**  
**11/30/2023**

	FY 23-24 11/30/2023				Target 100.0%	FY 23-24 YEAR-TO-DATE				Target 41.7%	Footnotes	
	MTD Actual	1/12 x Annual Budget	Variance		% Used	YTD Actual	Annual Budget	Variance		Percentage Recvd or Used		
Revenues												
Local Revenue	25,319	62,500	(37,181)		40.51%	115,976	250,000	(134,024)		46.39%	(1)	
State Revenue	0	0	0		N/A	0	0	0		N/A		
Total Revenues	\$ 25,319	\$ 62,500	\$ (37,181)		40.51%	\$ 115,976	\$ 250,000	\$ (134,024)		46.39%		
Expenditures												
Salaries	0	0	0		N/A	0	0	0		N/A		
Employee Benefits	0	0	0		N/A	0	0	0		N/A		
Professional Services	0	0	0		N/A	0	0	0		N/A		
Property Services	0	0	0		N/A	0	0	0		N/A		
Other Services	0	0	0		N/A	0	0	0		N/A		
Supplies & Materials	22,272	62,500	40,228		35.64%	81,877	250,000	168,123		32.75%		
Equipment	0	0	0		N/A	0	0	0		N/A		
Other Objects	0	0	0		N/A	0	0	0		N/A		
Total Expenditures	\$ 22,272	\$ 62,500	\$ 40,228		35.64%	\$ 81,877	\$ 250,000	\$ 168,123		32.75%		
Other Financing Uses												
Transfers Out	0	0	0		N/A			0		N/A		
Total Other Financing Uses	\$ -	\$ -	\$ -		N/A	\$ -	\$ -	\$ -		N/A		
Income (Loss)	\$ 3,047	\$ -	\$ 3,047			\$ 34,099	\$ -	\$ 34,099		N/A		
Audited/Estimated Fund Balance, Beginning of Year												
						110,484	123,144					
Fund Balance, End of Period						\$ 144,583	\$ 123,144	\$ 34,099				
Cash in Bank - Integrity \$ 146,365												

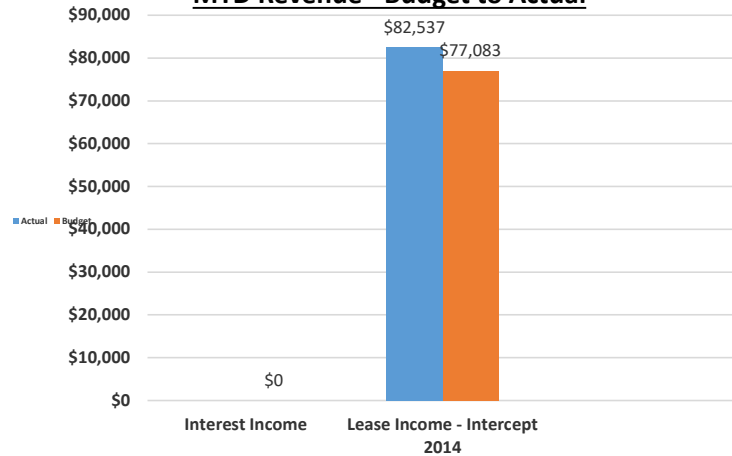
**Footnotes:**

(1) Expenditures are significantly below budget due the start of school year activities for clubs and fundraisers.

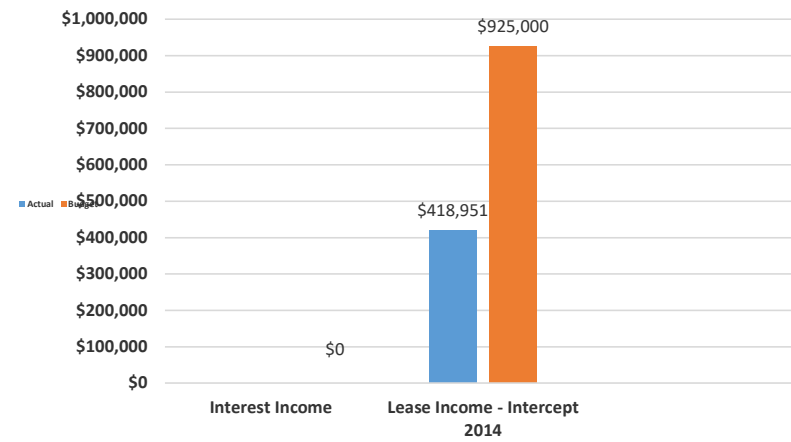
**Monument Academy**  
**Quarterly Financial Summary**  
**Special Revenue Funds**  
**11/30/2023**

**Facilities Corp Fund**

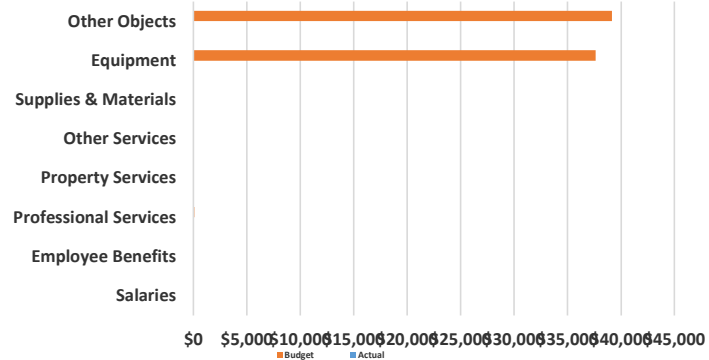
**MTD Revenue - Budget to Actual**



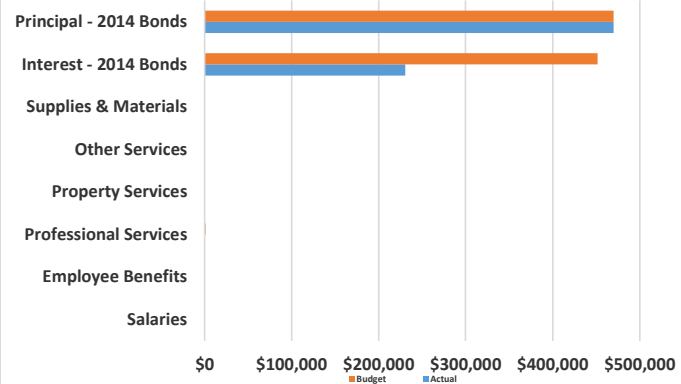
**YTD Revenue - Budget to Actual**



**MTD Expenditures by Object**



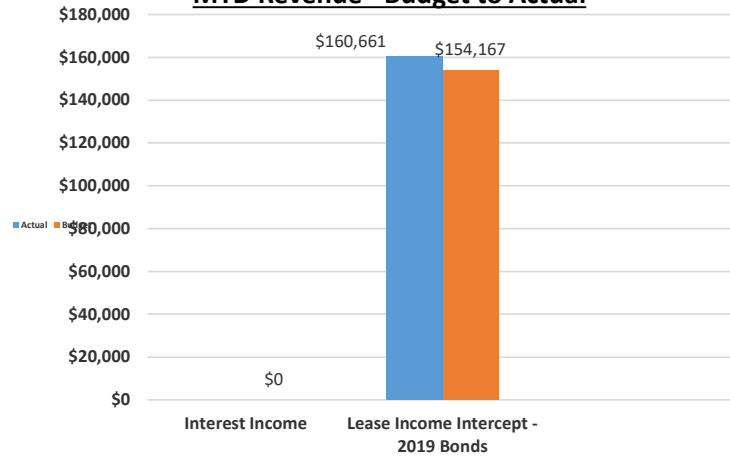
**YTD Expenditures by Object**



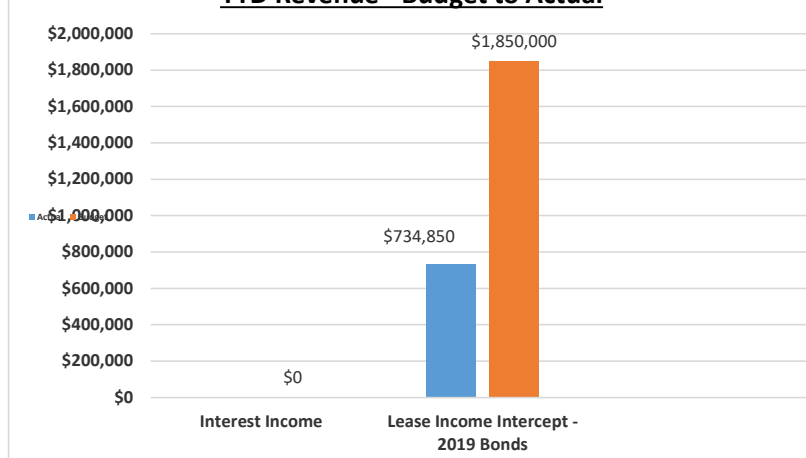
**Monument Academy**  
**Quarterly Financial Summary**  
**Special Revenue Funds**  
**11/30/2023**

**Foundation Fund**

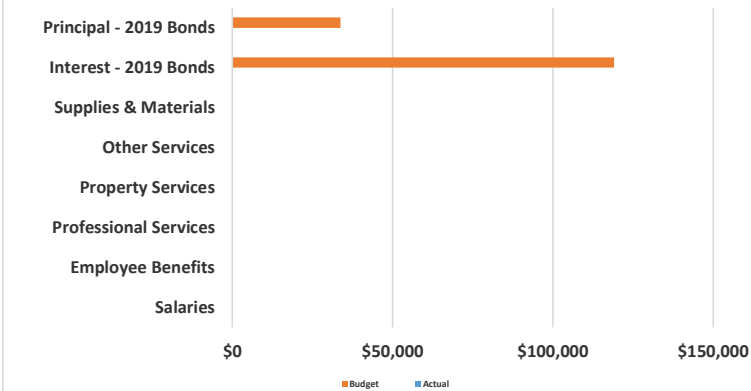
**MTD Revenue - Budget to Actual**



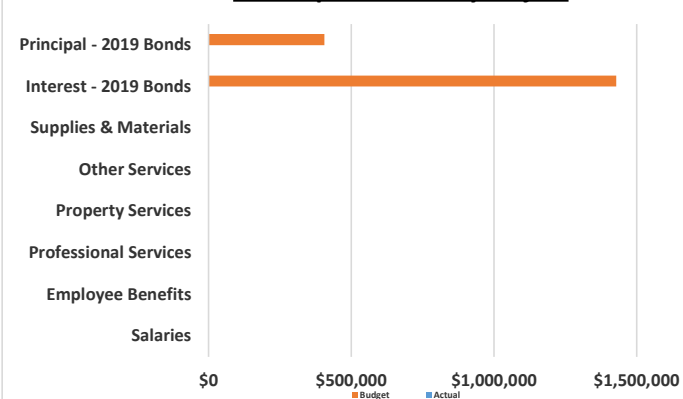
**YTD Revenue - Budget to Actual**



**MTD Expenditures by Object**



**YTD Expenditures by Object**

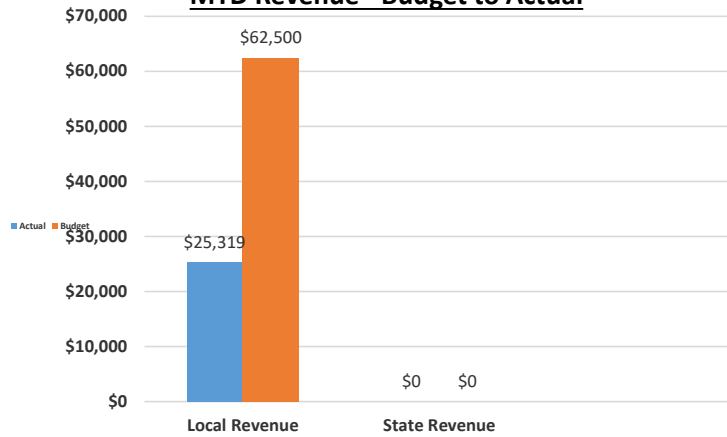




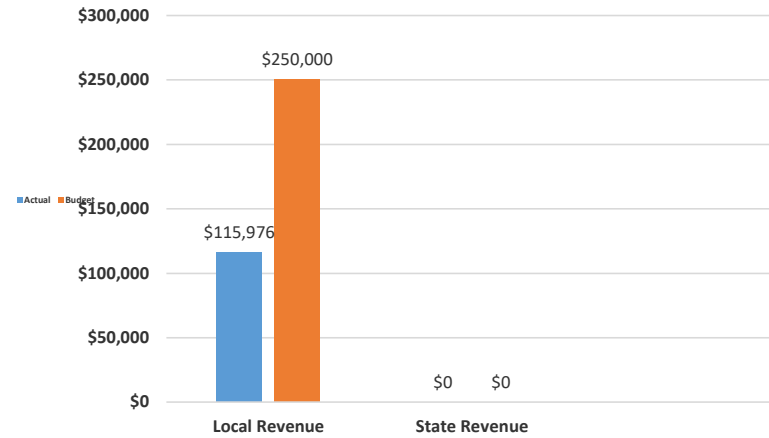
**Monument Academy**  
**Quarterly Financial Summary**  
**Special Revenue Funds**  
**11/30/2023**

**Student Activity Fund**

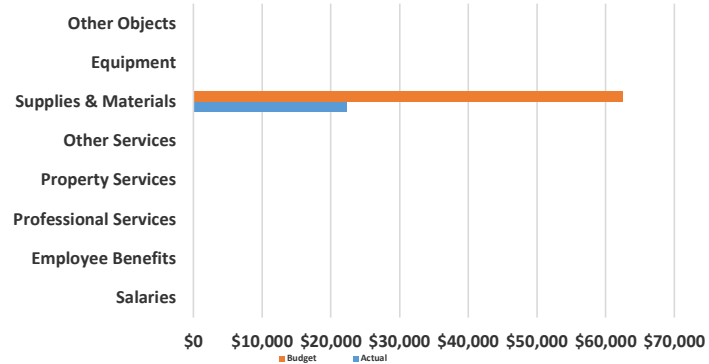
**MTD Revenue - Budget to Actual**



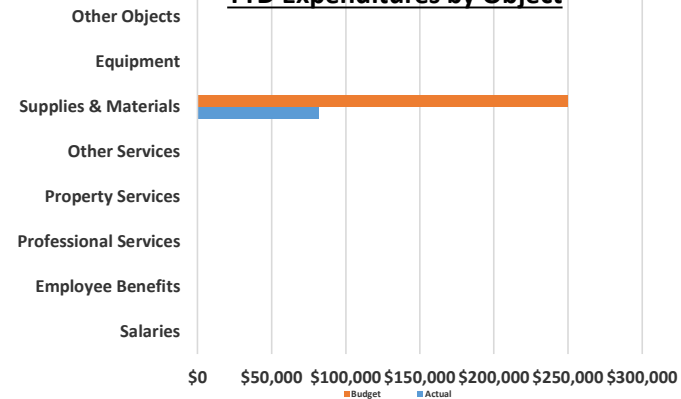
**YTD Revenue - Budget to Actual**



**MTD Expenditures by Object**



**YTD Expenditures by Object**



**Monument Academy**

**Optional Supplemental Information**

**Fiscal Year 2022-23**



# Monument Academy

## School Financials

### General Fund

11/30/2023

	Monument Academy Elementary				Monument Academy Middle				Monument Academy High			
	FY 23/24 YTD Actual	FY 23/24 Budget	FY 23/24 Variance	% Utilization	FY 23/24 YTD Actual	FY 23/24 Budget	FY 23/24 Variance	% Utilization	FY 23/24 YTD Actual	FY 23/24 Budget	FY 23/24 Variance	% Utilization
<b>Beginning Fund Balance</b>	\$2,143,761				\$649,094				\$0		Audit Totals	\$2,792,855
<b>Revenues</b>												
Property Taxes - MLO	95,062	415,953	320,891	22.85%	64,675	247,174	182,499	26.17%	19,175	86,695	67,520	22.12%
Earnings on Investments	46,936	50,000	3,064	93.87%	28,866	43,410	14,544	66.50%	11,308	22,500	11,192	50.26%
Instructional Materials Fees	179,088	108,240	(70,848)	165.45%	105,261	114,570	9,309	91.88%	44,981	40,185	(4,796)	111.93%
Community Services Fees	18,503	30,000	11,497	61.68%	0	0	0	N/A	3,020	0	(3,020)	N/A
Other Local Revenues	60,039	55,000	(5,039)	109.16%	0	114,570	114,570	0.00%	63,175	127,000	63,825	49.74%
Total Local Revenues	399,628	659,193	259,565	60.62%	198,802	519,724	320,922	38.25%	141,659	276,380	134,721	51.26%
Per-Pupil Funding	2,445,544	6,788,000	4,342,456	36.03%	1,663,806	4,033,668	2,369,862	41.25%	493,289	1,414,795	921,506	34.87%
Capital Construction Funds	99,657	242,620	142,963	41.08%	62,892	144,173	81,281	43.62%	22,059	50,568	28,509	43.62%
Education of the Handicapped	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
English Language Proficiency	0	10,000	10,000	0.00%	0	0	0	N/A	0	0	0	N/A
READ Act Revenue	0	25,000	25,000	0.00%	0	0	0	N/A	0	0	0	N/A
Gifted & Talented	0	15,000	15,000	0.00%	0	0	0	N/A	0	0	0	N/A
On-Behalf Payment	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Other State Revenue	0	78,320	78,320	0.00%	0	0	0	N/A	0	0	0	N/A
Total State Revenues	2,545,201	7,158,940	4,613,739	35.55%	1,726,698	4,177,841	2,451,143	41.33%	515,348	1,465,363	950,015	35.17%
Other Federal Revenue	0	8,000	8,000	0.00%	0	0	0	N/A	0	0	0	N/A
CARES Relief Funds	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
ESSER Relief Funds	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Total Federal Revenues	0	8,000	8,000	0.00%	0	0	0	#DIV/0!	0	0	0	#DIV/0!
	\$2,944,829	\$7,826,133	\$4,881,304	37.63%	\$1,925,500	\$4,697,565	\$2,772,065	40.99%	\$657,008	\$1,741,743	\$1,084,735	37.72%
									\$5,527,337			
<b>Instruction (1000s)</b>												
Salaries	813,021	2,299,776	1,486,755	35.35%	375,146	1,063,104	687,958	35.29%	241,183	488,126	246,943	49.41%
Employee Benefits	329,691	829,191	499,500	39.76%	148,989	388,864	239,875	38.31%	91,011	164,948	73,937	55.18%
Purch Svcs	7,200	0	(7,200)	N/A	0	0	0	N/A	0	0	0	N/A
Other Exp	288	2,625	2,337	10.97%	0	0	0	N/A	566	1,000	434	56.59%
Supplies & Materials	92,476	179,300	86,824	51.58%	13,046	27,000	13,954	48.32%	30,367	68,430	38,063	44.38%
Capital Outlay	25,107	60,494	35,387	41.50%	0	0	0	N/A	0	0	0	N/A
Total Instruction	1,267,782	3,371,386	2,103,604	37.60%	537,182	1,478,968	941,786	36.32%	363,126	722,504	359,378	50.26%
<b>Special Education (1700s)</b>												
Salaries	58,536	145,424	86,888	40.25%	17,715	89,832	72,117	19.72%	48,466	98,352	49,886	49.28%
Employee Benefits	16,022	55,999	39,977	28.61%	7,357	35,043	27,686	20.99%	17,154	36,990	19,836	46.37%
Purch Svcs	22,141	50,000	27,859	44.28%	0	5,000	5,000	0.00%	8,665	10,000	1,335	86.65%
Other Exp	25,167	51,000	25,833	49.35%	15,883	0	(15,883)	N/A	5,571	1,000	(4,571)	557.08%
Supplies & Materials	1,295	5,000	3,705	25.89%	0	500	500	0.00%	60	4,000	3,940	1.50%
Capital Outlay	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Total Special Education	123,161	307,423	184,262	40.06%	40,955	130,375	89,420	31.41%	79,917	150,342	70,425	53.16%
<b>Athletics/Co-Curricular (1800s)</b>												
Salaries	0	30,000	30,000	0.00%	15,250	0	(15,250)	N/A	5,500	27,463	21,963	20.03%
Employee Benefits	0	6,855	6,855	0.00%	3,689	0	(3,689)	N/A	1,258	6,275	5,017	20.05%
Purch Svcs	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Other Exp	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Supplies & Materials	0	0	0	N/A	0	0	0	N/A	5,956	0	(5,956)	N/A
Capital Outlay	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Total Athletics/Cocurricular	0	36,855	36,855	0.00%	18,939	0	(18,939)	N/A	12,714	33,738	21,024	37.68%
<b>Pupil Support Svcs</b>												
Salaries	57,240	231,212	173,972	24.76%	11,608	67,438	55,830	17.21%	38,125	72,409	34,284	52.65%
Employee Benefits	18,784	78,962	60,178	23.79%	2,652	24,700	22,048	10.74%	9,369	25,546	16,177	36.68%
Purch Svcs	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Other Exp	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Supplies & Materials	1,781	2,000	219	89.07%	0	0	0	N/A	1,477	3,200	1,723	46.14%
Capital Outlay	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Total Pupil Services	77,805	312,174	234,369	24.92%	14,260	92,138	77,878	15.48%	48,971	101,155	52,184	48.41%

# Monument Academy

## School Financials

### General Fund

11/30/2023

	Monument Academy Elementary				Monument Academy Middle				Monument Academy High			
	FY 23/24 YTD Actual	FY 23/24 Budget	FY 23/24 Variance	% Utilization	FY 23/24 YTD Actual	FY 23/24 Budget	FY 23/24 Variance	% Utilization	FY 23/24 YTD Actual	FY 23/24 Budget	FY 23/24 Variance	% Utilization
<b>Instr Staff Services</b>												
Salaries	106,801	305,058	198,257	35.01%	11,725	0	(11,725)	N/A	28,683	144,900	116,217	19.80%
Employee Benefits	34,897	102,223	67,326	34.14%	3,900	0	(3,900)	N/A	10,321	45,304	34,983	22.78%
Purch Svcs	22,852	55,000	32,148	41.55%	32,511	152,807	120,296	21.28%	(32,511)	(152,807)	(120,296)	21.28%
Other Exp	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Supplies & Materials	30,973	20,000	(10,973)	154.87%	0	0	0	N/A	4,910	16,200	11,290	30.31%
Capital Outlay	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Total Instr Staff Services	195,524	482,281	286,757	40.54%	48,136	152,807	104,671	31.50%	11,403	53,597	42,194	21.28%
<b>General Administration</b>												
Salaries	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Employee Benefits	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Purch Svcs	61,400	147,750	86,350	41.56%	82,460	122,277	39,817	67.44%	30,958	(36,477)	(67,435)	-84.87%
Other Exp	85,312	305,460	220,148	27.93%	0	0	0	N/A	(7,155)	63,666	70,821	-11.24%
Supplies & Materials	5,586	17,000	11,414	32.86%	0	0	0	N/A	5,119	10,000	4,881	51.19%
Capital Outlay	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Dues & Fees	6,500	7,000	500	92.86%	0	0	0	N/A	0	5,700	5,700	0.00%
Total General Admin	158,798	477,210	318,412	33.28%	82,460	122,277	39,817	67.44%	28,922	42,889	13,967	67.44%
<b>School Administration</b>												
Salaries	133,826	341,524	207,698	39.18%	90,863	255,073	164,210	35.62%	86,286	179,048	92,762	48.19%
Employee Benefits	54,202	110,098	55,896	49.23%	27,320	81,054	53,734	33.71%	30,120	58,332	28,212	51.64%
Purch Svcs	1,252	5,000	3,748	25.04%	0	0	0	N/A	665	5,000	4,335	13.31%
Other Exp	748	0	(748)	N/A	0	0	0	N/A	748	0	(748)	N/A
Supplies & Materials	11	5,000	4,989	0.22%	160	2,500	2,340	6.42%	1,533	5,000	3,467	30.67%
Capital Outlay	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Dues & Fees	0	1,000	1,000	0.00%	0	1,000	1,000	0.00%	5,094	1,000	(4,094)	509.44%
Total School Admin	190,039	462,622	272,583	41.08%	118,344	339,627	221,283	34.85%	124,447	248,380	123,933	50.10%
<b>Business Services</b>												
Salaries	60,916	33,390	(27,526)	182.44%	0	0	0	N/A	17,540	22,260	4,720	78.80%
Employee Benefits	16,876	11,114	(5,762)	151.84%	0	0	0	N/A	4,956	8,409	3,453	58.93%
Purch Svcs	32,847	80,000	47,153	41.06%	33,742	99,700	65,958	33.84%	(10,662)	3,800	14,462	-280.58%
Other Exp	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Supplies & Materials	0	2,000	2,000	0.00%	0	0	0	N/A	0	500	500	0.00%
Capital Outlay	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Total Business Services	110,640	126,504	15,864	87.46%	33,742	99,700	65,958	33.84%	11,834	34,969	23,135	33.84%
<b>Facilities &amp; Transportation</b>												
Salaries	32,406	70,800	38,394	45.77%	0	0	0	N/A	23,094	83,832	60,738	27.55%
Employee Benefits	10,223	24,888	14,665	41.08%	0	0	0	N/A	9,165	30,769	21,604	29.79%
Purch Svcs	43,761	7,500	(36,261)	583.48%	8,030	0	(8,030)	N/A	16,522	14,300	(2,222)	115.54%
Purch Prof Svcs/Utilities	481,487	1,238,100	756,613	38.89%	0	0	0	N/A	964,498	345,435	(619,063)	279.21%
Other Exp	9,966	25,000	15,034	39.86%	787,417	1,760,065	972,648	44.74%	(777,408)	20,000	797,408	-3887.04%
Supplies & Materials	49,917	129,000	79,083	38.70%	0	0	0	N/A	39,356	113,000	73,644	34.83%
Capital Outlay	58,255	330,730	272,475	17.61%	0	0	0	N/A	893	15,000	14,107	5.95%
Total Facilities	686,015	1,826,018	1,140,003	37.57%	795,448	1,760,065	964,617	45.19%	276,119	622,336	346,217	44.37%
<b>Central Services</b>												
Salaries	76,237	160,133	83,896	47.61%	0	0	0	N/A	26,603	106,757	80,154	24.92%
Employee Benefits	20,224	54,527	34,303	37.09%	0	0	0	N/A	7,092	36,684	29,592	19.33%
Purch Svcs	48,174	85,000	36,826	56.68%	82,194	187,630	105,436	43.81%	(43,671)	(162,630)	(118,959)	26.85%
Purch Prof Svcs/Utilities	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Other Exp	25,215	67,000	41,785	37.63%	0	0	0	N/A	24,390	38,000	13,610	64.18%
Supplies & Materials	36,294	42,000	5,706	86.42%	0	0	0	N/A	13,711	32,000	18,289	42.85%
Capital Outlay	4,130	15,000	10,870	27.53%	0	0	0	N/A	704	15,000	14,296	4.69%
Total Central Services	210,275	423,660	213,385	49.63%	82,194	187,630	105,436	43.81%	28,829	65,811	36,982	43.81%
<b>Total Expenditures</b>	\$3,020,038	\$7,826,133	\$4,806,095	38.59%	\$1,771,659	\$4,363,587	\$2,591,928	40.60%	\$986,282	\$2,075,721	\$1,089,439	47.52%
<b>Net Income</b>	(\$75,208)	\$0	(\$75,208)		\$153,841	\$333,978	(\$180,137)		(\$329,275)	(\$333,978)	\$4,703	
<b>Ending Fund Balance</b>	\$2,068,553				\$802,935				(\$329,275)			(\$250,642)
												\$2,542,213

# Monument Academy

## School Financials

### General Fund

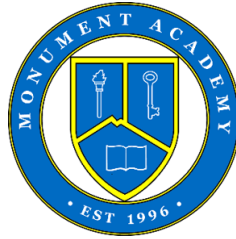
11/30/2023

Monument Academy Elementary					Monument Academy Middle				Monument Academy High			
FY 23/24 YTD Actual	FY 23/24 Budget	FY 23/24 Variance	% Utilization		FY 23/24 YTD Actual	FY 23/24 Budget	FY 23/24 Variance	% Utilization	FY 23/24 YTD Actual	FY 23/24 Budget	FY 23/24 Variance	% Utilization
Summary by Object												
Salaries	1,338,984	3,617,317	2,278,333	37.02%	522,307	1,475,447	953,140	35.40%	515,481	1,223,147	707,666	42.14%
Employee Benefits	500,918	1,273,857	772,939	39.32%	193,908	529,661	335,753	36.61%	180,446	413,257	232,811	43.66%
Purch Svcs	239,627	430,250	190,623	55.69%	238,938	567,414	328,476	42.11%	(30,034)	(318,814)	(288,780)	9.42%
Purch Prof Svcs/Utilities	481,487	1,238,100	756,613	38.89%	0	0	0	N/A	964,498	345,435	(619,063)	279.21%
Other Exp	146,696	451,085	304,389	32.52%	803,300	1,760,065	956,765	45.64%	(753,289)	123,666	876,955	-609.13%
Supplies & Materials	218,334	401,300	182,966	54.41%	13,207	30,000	16,793	44.02%	102,489	252,330	149,841	40.62%
Capital Outlay	87,492	406,224	318,732	21.54%	0	0	0	N/A	1,597	30,000	28,403	5.32%
Dues & Fees	6,500	8,000	1,500	81.25%	0	1,000	1,000	0.00%	5,094	6,700	1,606	76.04%
Total Expenditures	\$3,020,038	\$7,826,133	\$4,806,095	38.59%	\$1,771,659	\$4,363,587	\$2,591,928	40.60%	\$986,282	\$2,075,721	\$1,089,439	47.52%
									\$5,777,979	Total All Schools		

**Note** Salaries & Benefit amounts reflect 0-2 months of salary and benefit accrual.

**Monument Academy**  
**Proposed Budget**  
**Debt Amortization Schedule**  
**FY 2023/24**

Pymt Date	Charter Refunding Bonds - 2014			Charter Bonds - 2019			Totals		
	Principal	Interest	Balance	Principal	Interest	Balance	Principal	Interest	Balance
			14,265,000.00						14,265,000.00
4/1/2015		159,725.63	14,265,000.00					159,725.63	14,265,000.00
10/1/2015	215,000.00	281,868.75	14,050,000.00				215,000.00	281,868.75	14,050,000.00
4/1/2016		279,718.75	14,050,000.00					279,718.75	14,050,000.00
10/1/2016	370,000.00	279,718.75	13,680,000.00				370,000.00	279,718.75	13,680,000.00
4/1/2017		276,018.75	13,680,000.00					276,018.75	13,680,000.00
10/1/2017	380,000.00	276,018.75	13,300,000.00				380,000.00	276,018.75	13,300,000.00
4/1/2018		270,318.75	13,300,000.00					270,318.75	13,300,000.00
10/1/2018	390,000.00	270,318.75	12,910,000.00				390,000.00	270,318.75	12,910,000.00
4/1/2019		264,468.75	12,910,000.00			28,950,000.00		264,468.75	41,860,000.00
10/1/2019	400,000.00	264,468.75	12,510,000.00		572,517.26	28,950,000.00	400,000.00	836,986.01	41,460,000.00
4/1/2020		256,468.75	12,510,000.00		725,718.75	28,950,000.00	0.00	982,187.50	41,460,000.00
10/1/2020	415,000.00	256,468.75	12,095,000.00		725,718.75	28,950,000.00	415,000.00	982,187.50	41,045,000.00
4/1/2021		248,168.75	12,095,000.00		725,718.75	28,950,000.00	0.00	973,887.50	41,045,000.00
10/1/2021	435,000.00	248,168.75	11,660,000.00		725,718.75	28,950,000.00	435,000.00	973,887.50	40,610,000.00
4/1/2022		239,468.75	11,660,000.00		725,718.75	28,950,000.00	0.00	965,187.50	40,610,000.00
10/1/2022	450,000.00	239,468.75	11,210,000.00		725,718.75	28,950,000.00	450,000.00	965,187.50	40,160,000.00
4/1/2023		230,468.75	11,210,000.00	380,000.00	725,718.75	28,570,000.00	380,000.00	956,187.50	39,780,000.00
10/1/2023	470,000.00	230,468.75	10,740,000.00		714,250.00	28,570,000.00	470,000.00	944,718.75	39,310,000.00
4/1/2024		221,068.75	10,740,000.00	405,000.00	714,250.00	28,165,000.00	405,000.00	935,318.75	38,905,000.00
10/1/2024	490,000.00	221,068.75	10,250,000.00		704,125.00	28,165,000.00	490,000.00	925,193.75	38,415,000.00
4/1/2025		211,268.75	10,250,000.00	425,000.00	704,125.00	27,740,000.00	425,000.00	915,393.75	37,990,000.00
10/1/2025	505,000.00	211,268.75	9,745,000.00		693,509.00	27,740,000.00	505,000.00	904,777.75	37,485,000.00
4/1/2026		198,643.75	9,745,000.00	27,740,000.00	693,486.00	0.00	27,740,000.00	892,129.75	9,745,000.00
10/1/2026	530,000.00	198,643.75	9,215,000.00				530,000.00	198,643.75	9,215,000.00
4/1/2027		190,031.25	9,215,000.00				0.00	190,031.25	9,215,000.00
10/1/2027	550,000.00	190,031.25	8,665,000.00				550,000.00	190,031.25	8,665,000.00
4/1/2028		180,750.00	8,665,000.00				0.00	180,750.00	8,665,000.00
10/1/2028	570,000.00	180,750.00	8,095,000.00				570,000.00	180,750.00	8,095,000.00
4/1/2029		170,418.75	8,095,000.00				0.00	170,418.75	8,095,000.00
10/1/2029	590,000.00	170,418.75	7,505,000.00				590,000.00	170,418.75	7,505,000.00
4/1/2030		159,725.00	7,505,000.00				0.00	159,725.00	7,505,000.00
10/1/2030	610,000.00	159,725.00	6,895,000.00				610,000.00	159,725.00	6,895,000.00
4/1/2031		144,475.00	6,895,000.00				0.00	144,475.00	6,895,000.00
10/1/2031	640,000.00	144,475.00	6,255,000.00				640,000.00	144,475.00	6,255,000.00
4/1/2032		128,475.00	6,255,000.00				0.00	128,475.00	6,255,000.00
10/1/2032	675,000.00	128,475.00	5,580,000.00				675,000.00	128,475.00	5,580,000.00
4/1/2033		111,600.00	5,580,000.00				0.00	111,600.00	5,580,000.00
10/1/2033	705,000.00	111,600.00	4,875,000.00				705,000.00	111,600.00	4,875,000.00
4/1/2034		97,500.00	4,875,000.00				0.00	97,500.00	4,875,000.00
10/1/2034	735,000.00	97,500.00	4,140,000.00				735,000.00	97,500.00	4,140,000.00
4/1/2035		82,800.00	4,140,000.00				0.00	82,800.00	4,140,000.00
10/1/2035	765,000.00	82,800.00	3,375,000.00				765,000.00	82,800.00	3,375,000.00
4/1/2036		67,500.00	3,375,000.00				0.00	67,500.00	3,375,000.00
10/1/2036	795,000.00	67,500.00	2,580,000.00				795,000.00	67,500.00	2,580,000.00
4/1/2037		51,600.00	2,580,000.00				0.00	51,600.00	2,580,000.00
10/1/2037	825,000.00	51,600.00	1,755,000.00				825,000.00	51,600.00	1,755,000.00
4/1/2038		35,100.00	1,755,000.00				0.00	35,100.00	1,755,000.00
10/1/2038	860,000.00	35,100.00	895,000.00				860,000.00	35,100.00	895,000.00
4/1/2039		17,900.00	895,000.00				0.00	17,900.00	895,000.00
10/1/2039	895,000.00	17,900.00	0.00				895,000.00	17,900.00	0.00
<b>Totals</b>	<b>\$14,265,000.00</b>	<b>\$8,709,506.88</b>	<b>\$22,974,506.88</b>	<b>\$28,950,000.00</b>	<b>\$9,876,293.51</b>	<b>\$38,826,293.51</b>	<b>\$43,215,000.00</b>	<b>\$18,585,800.39</b>	<b>\$61,800,800.39</b>



**Jake Dicus**

**Dec 8, 2023**

Please copy form and reshare with me on Friday before each board meeting.

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## Monthly Highlights: Something Good within your role/staff/students

- Finalized cleaning contract - Jan Pro
- Finalized snow removal contract - City Wide
- Finalized IT contract - CTS
- Launch the inaugural Giving Tuesday Campaign (Lynx Fund)
- Finalized Grandparents Day date, April 18, 2024
- Renewed facility rental contracts at East & West campuses

## Things to look forward to:

- End of year giving campaign
- Matching donors
- Light the Way for MA! Sponsorship opportunities
- New online giving platform
- BEST Grant - opportunity
- School Security Disbursement Program - opportunity



**Kendra Kuhlmann**

**Dec 8, 2023**

Please copy form and reshare with me on Friday before each board meeting.

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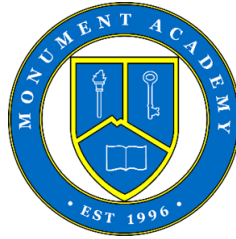
## Monthly Highlights: Something Good within your role/staff/students

- Started planning out the recruiting events open to the community. 4 events happening in January!
- 24 Tours (Nov.9th -Dec. 14th)
- Social Media campaign launching before break to highlight enrollment, gala, open house events & etc.
- MA parent and student survey results are in

## Things to look forward to:

Looking forward to the community events coming in January. Community building & the connections we can make with potential families.





**Collin Vinchattle**

Dec 8, 2023

Please form and reshare with me on Friday before each board meeting.

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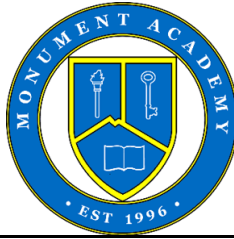
## Monthly Highlights: Something Good within your role/staff/students

As you remember the board meeting was held in a different location due to the middle school fall play, *The Canterbury Tales*. It was incredible to see the talent and the hard work of our students; they put on a funny, wonderful show. With a full school day and other extracurricular activities, these students were able to perform all the lines for several characters in a two-and-a-half-hour show. Congratulations to Mrs. Rankin on the amazing production!

The PTO hosted the first ever Secondary Craft Fair on December 1<sup>st</sup>. Bringing the joy that the students had when they were on the West Campus over to the East Campus. The event was a huge success and the product that the students created was quite impressive. There was some excitement in the middle of the fair with the false fire alarm, but after evacuation, everyone got back to their tables and had a wonderful time.

Student Council hosted a holiday movie night on December 2<sup>nd</sup>, with a showing of *Elf*. There was a great turn out and a lot of sugar was consumed. Fun was had by all and it was a great opportunity for our students to spend time together without the academic or athletic demands of excellence.

December 4<sup>th</sup> was the date of the holiday choir concert hosted at Palmer Ridge High School. There was a great turnout to see the performances of the six choirs, which performed two songs each. All the students did a wonderful job and at the end came together to perform a powerful song together. The tradition was also continued that all former MA students could come up on stage to sing the last song of *Carol of the Bells*. This happens every year and students from other schools showed up so they could be able to join in on the tradition. The advanced choir also took a field trip to sing carols on some of the music they have been working on. The choir first stopped off at the West Campus and sang to all the elementary students, I hear it was a great time. The next stops for the choir were to some nursing homes in Monument to spread some holiday cheer to their community. It is so fun to see our MA students have a positive impact within our community.



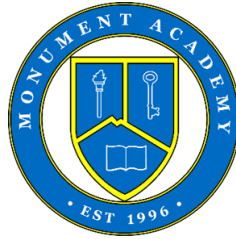
Our performing arts program has had a number of our students audition and achieve several honors. Middle school choir had four students who have made the All-State Choir. They get to spend two days working with other students across the state and be provided feedback to improve their craft by some of the top instructors in the state. Monument Academy orchestra sent five students to be part of the Pikes Peak Honor Orchestra, once again an impressive feat. The band to not be outdone has four students that will be part of the Pikes Peak Jazz Band for the school year and two that earned a spot on the Pikes Peak Honor Chorus Band. We are excited to see our students excel in their passion.

## Things to look forward to:

There are a couple of winter performances to complete the semester. Monday, December 11th will be the winter orchestra concert. With a large group of students, the winter concert includes 4th and 5th grade, the concert will be held at Palmer Ridge High School auditorium. We are expecting to have 199 students performing that night. The band's concert will be held two days later on Wednesday, December 13th. This event will be held in the Monument Academy East gym starting at 5:30. Listening to them in the hallway, they sound great.

The middle school staff is excited to spend some time together during the Christmas party that the PTO has organized. We are thankful for PTO and board providing us the opportunity to spend quality time with each other outside the school setting.

The middle school saw an opportunity to match up with the high school's final schedule and will be taking the mid-year NWEA test. All four subject areas will be tested on December 11th and 12th. This is the first year in memory that Monument Academy will be taking a mid-year assessment in all four subject areas. This will give us a checkpoint to see what our students have learned so far and determine if any adjustments need to be made in the second semester. We look forward to seeing our results.



**Kurt Walker**

Dec 8, 2023

Please form and reshare with me on Friday before each board meeting.

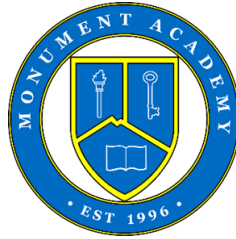
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### Monthly Highlights: Something Good within your role/staff/students

- MA West hosted the D38 PAAC meeting in November.
- Staff completed our mid-year DIBELS assessments and have started the NWEA. We are all looking forward to analyzing the data and seeing how much we have grown.
- Mrs. Lemme and her 4th grade choir put on an awesome concert.
- Mr. Graham was a terrific “Caesar” at our Core Knowledge Rome Day.
- PTO’s Annual Craft Fair was again a huge success.

### Things to look forward to:

- The MA Staff is looking forward to our Kindergarten Round Up planned for late January.
- Teachers are excited to be working in their Data Team PLCs to drive the instruction for the second semester.
- Our Process Champions Team will be analyzing the mid year CKH surveys from teachers, staff, parents, and students to plan training, etc., for the 2nd semester.



Lena and Laura

Dec 8, 2023

Please copy the form and reshare with me on Friday before each board meeting.

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## Monthly Highlights: Something Good within your role/staff/students

We have begun preparing for enrollment for the 2024-25 school year! ParentSquare proved to be a great tool in sending out our Intent to Return (ITR) on 11/30/23. We were able to easily field questions from parents and immediately view the results. This year, we asked those parents/guardians who stated "no" or "undecided" about their student's return to MA to let us know their greatest determining factor in making their final enrollment decision. As of 12/8, our ITR results are positive, and we will continue to remind families to complete this important form until the due date of 12/14/23, as we need one for each student.

## Things to look forward to:

We are approaching the Round 1 Choice Window for D38, which opens January 2nd. As such, we have been working diligently to plan and prepare for Open Houses in January (elementary, middle school, and high school), as well as Kindergarten Roundup, that specifically align with our Strategic Enrollment Management Plan.

We had our first team meeting to strategize our intentional planning for the Master Schedule for the 2024-25 school year. We established a general outline and timeline for completing the necessary tasks.



**David Kennington**

Dec 8, 2023

Please form and reshare with me on Friday before each board meeting.

Monthly Highlights: Something Good within your role/staff/students

**MA High School achieved full CHSAA membership.**

At the November membership meeting, the Colorado High School Activities Association voted unanimously to accept MA High School into full membership.

CHSAA has been coordinating athletics in Colorado for over a century, and they are very selective about membership. This is particularly true for small, brand new schools like ours with limited athletic facilities.

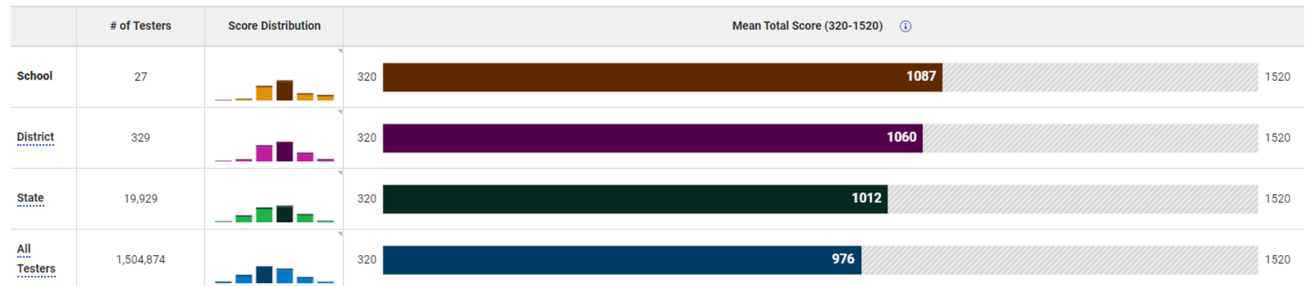
This achievement was the fruition of a daunting, year-long, initiative by MA staff and coaches. In close coordination with MA's Athletic Director, Michael Svendsen, we were able to successfully communicate to CHSAA our compelling vision for the future and our commitment to high school athletics.

**Fall testing data.** I am pleased to report that MA scored exceptionally well in our first PSAT/SAT tests of the year.

Our junior's scores were compared to other schools statewide as well as Lewis-Palmer School District. I am very proud to report that our students out-performed both the state and D-38 in **every** measure - Total Mean Score, Reading and Writing, and Math.



Total



Things to look forward to:

In January, all three MA campuses will conduct **Open Houses** to continue the critical recruitment and retention process for the 24-25 school year.

At the Middle and High School, we are continuing to execute and refine a *comprehensive, integrated, and multi-year* plan to exceed our enrollment targets.

Please join us on **January 9th from 6 - 8 pm**, where our teachers, staff, students, coaches, and parents will be on hand to talk about the *MA Difference* and why our small, close-knit, classical charter school provides one of the best educational experiences in Colorado.



Chuck Steiger ▾

Dec 8, 2023

Please copy form and reshare with me on Friday before each board meeting.

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## Monthly Highlights: Something Good within your role/staff/students

Changed custodial supplies vendor allowing us to cut cost by almost 50%.

DataWrangler system installed and monitoring power usage to see where we can save on energy costs.

New soap dispensers installed at West and East will be done over break, saving on soap costs and battery costs.

Moved the key FOB access point at East so teachers can get into the building without the front desk buzzing them in.

Have gained access to East lights allowing a schedule to be set, more cost savings!

Shade structure installed and ready for use.

Mei and Marilyn continue to perform duties with positive attitudes even with all the extra tasks that pop up out of thin air.

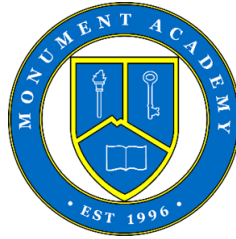
Carolyn and Heidi are doing a fantastic job as our lunch TA's.



Things to look forward to:

The second half of this already adventurous year!!!  
Starting to assess and plan summer projects and maintenance needs.





Anna Arndt

Dec 8, 2023

Please form and reshare with me on Friday before each board meeting.

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### Monthly Highlights: Something Good within your role/staff/students

The School Culture Survey was sent out to all staff and has already provided a lot of great feedback that the leadership team will get to dive into when we return in January! Some of the highlights include ways that staff feel appreciated and celebrated - the majority being that they really love a kind note or word from their manager.

DIBELS middle-of-year testing happened on Dec 5 for all K-5 students. Teachers are reporting exciting growth across all grades and classes! Cheers to that!

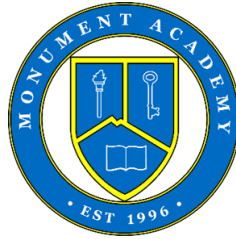
The Data Champions team has met several times in the past month. Last week's meeting included reports of grade level PLCs first rounds of data analysis, and the conversation was *rich*! Everyone left our meeting encouraged by what is happening in the world of data analysis at the West Campus!

Things to look forward to:



NWEA midyear benchmark is happening across K-8 next week, December 11-14. Teachers and staff are super excited to see the growth of our students over this fall semester!

Mid-January, the leadership team will formally analyze the Staff Culture Survey results and come up with next steps to improve our school culture!



Mike Svendsen

Dec 8, 2023

Please copy form and reshare with me on Friday before each board meeting.

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### Monthly Highlights: Something Good within your role/staff/students

Our High School Winter Sports have started. Our Boys and Girls Basketball seasons are underway. This is our first season of Girls Basketball and they are already making MA History. On Monday Dec. 4th our Girls Team earned their first win in school history vs. Liberty Tree Academy! They are coached by Lannie Vance and the girls are learning a lot of the fly and standing up to the competition. Our Boys also found their first win of the season vs CSDB. This is their second season and they are coached by Derrick Rodgers and Mike Hartle.

I would like to give a huge shout out to our Basketball Coaches as they are putting in the work with our athletes and getting them ready for our season and for each game. Thank you Coaches for helping prepare and develop our young student athletes for athletics and the real world.

### Things to look forward to:

Our MS Cheerleaders will wrap up their season by competing in the Banning Lewis Winter Invitational on Sat. Dec 9th. These girls have been working hard since June and will get to put their talents to the test, competing against 5 other schools. Our Cheer team is second to none as they support our MS Football and MS Boys Basketball teams. They are coached by Sarah Thompson and Gina Gutierrez. Best of luck to our Cheer team at their competition.



Our MS Girls Basketball team just wrapped up their tryouts. Congrats to all who made the team this year. They will be working hard over the next few weeks to prepare for their first game on January 8th, at MA West vs CSCS. They are coached by Patrick Brock, Jay Bertsch, and Josh Biddle. Best of luck this season ladies!



Tina Leone

Dec 8, 2023

Please form and reshare with me on Friday before each board meeting.

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### Monthly Highlights: Something Good within your role/staff/students

\*The Mentoring Program is in full swing. This year the mentors are meeting with leadership once a month to collaborate, talk about resources, and discuss progress being made with teachers new to the school, new to the profession, and/or are new to the grade level. We have some very dedicated Mentors who are making a difference in the professional lives of their colleagues. This is providing a valuable support to our staff who fall into any or all of those categories.

\*Instructional Coaching and Instructional Coaching Cycles have been happening since the beginning of the school year. The teachers have been very receptive and open to partnerships through instructional coaching. This collaborative process is producing positive results in the classroom.

\**PLC/Data Teams* are actively meeting as grade level groups. Each grade level is choosing their target focus based on data and student needs. Data Champions lead at each grade level team. In most cases the Data Champion teacher is not the grade level Lead Teacher. So, multiple teachers are sharing the leadership roles. A new PLC/Data Team has just been formed. The Instructional Support Data Team consists of the three reading interventionists, the GT teacher and the ELL teacher. Erin Hastedt, our GT teacher, will be the Data Champion for that group.

\*CMAS PD's - Dr. Brom shared some very helpful CMAS analysis/alignment documents. Tina and Anna V. have done presentations on CMAS questions/CO standard alignments and



CMAS released items with second grade teachers to help them understand what their second graders will need to know and be able to do on the third grade CMAS. 3rd grade was first to receive the CMAS PD and on Friday we did the PD with 4th and 5th grade. These sessions included showing the teachers how to access and utilize CMAS released test items, writing rubrics, samples of student writing from CMAS and explicit scoring rational showing why students are scored they way the are scored.

\*Every other week Tina coordinates meetings with the Academic Admin. Team at the WC. Collaboration and communication regrading all things curriculum and instruction are discussed at this team meeting. Anna Vroom serves as a representative to the Lead Teacher meetings which enables additional communication and collaboration with curriculum, instruction, and instructional coaching.

Things to look forward to:



\*Tina will be scheduling a date with Jennifer Strawbridge to come in January to meet with our Data Champions and give further guidance on data driven decision making, especially in regards to the middle of the year data that we will have logged at that point. Her assistance is providing us with the ability to make some terrific gains with teachers in helping them effectively use data to support student growth.

\*The BOOST Christmas Reading Challenge will be offered to our elementary students over Christmas break. It is a reading contest for grades K-5 and grade level winners will be chosen based on most minutes read over the holiday break. Our BOOST reading program is related to the CKLA/Amplify program.

Dear Monument Academy Board of Directors and Members of Administration,

Our Elementary school families were invited to participate in the mid-year survey our School Accountability Advisory Committee (SAAC) puts out at the end of the first semester each year, and this year we received almost 250 responses. We are grateful for the engagement from the families who took the time to respond to our questions, and value their responses. We, the members of West Campus SAAC, studied the data presented to us from the survey results in light of the comments left after each question, and are pleased to present to you a summary of the results in this letter.

First and foremost, we would like to highlight potentially one of the greatest compliments a school can receive and that is that almost 95% of our respondents are likely or very likely to recommend our school to others. This is one of the biggest indicators that our elementary teachers, paras, staff, and administration are fulfilling Monument Academy's mission to provide a challenging, content-rich, academic program bundled in an engaging, caring, and positive learning environment.

That being said, some of the most frequently mentioned negative comments were related to high-level learners needing to be more challenged, levels of homework and tech usage to be assessed, and math, grammar, and spelling curricula to be updated. We, the members of West Campus SAAC, believe these issues have attentive eyes on them. As reflected by the results of our 3-5 CMAS test scores, we do have overall deficiencies in English Language Arts and Math. The source of these deficiencies have been rooted out and addressed in our school's Unified Improvement Plan which is currently being implemented. The plan states that if we create effective coherence between curriculum, instruction, and assessment then we will eliminate inconsistencies in school systems and structures, which will create academic achievement and growth. Our teachers have been receiving training on how to know what standards our school is teaching, when those academic standards are presented in their curriculum, and the order and manner in which they are delivered to each individual student. Results from our NWEA and MAP tests aid the teachers in this individualized instruction. The Board's Curriculum Review Committee has volunteered time to assess the school's math curriculum and technology use and provide updates to the general community at MA Board meetings. Our recommendation to you, the MA School Board, regarding these concerns is to continue to seek out ways for the teachers to feel amply supported in their areas of need so that their passion for learning and ability to engage their best educational practices in their classrooms is inexhaustible.

In this mid-year survey last year, we heard a need for MA to better streamline all communications that come from both campuses. Prior to the start of the school year this year, you delivered a solution to our request to find a communication manager with Parent Square. Ninety-one percent of our survey respondents feel that Parent Square has allowed them to receive communication in a timely and effective manner. However, several comments allude to the need for more information on this effective tool. Many feel that there are too many daily digests, they can't find posts when needed, and it's hard to determine which announcements are most urgent. We would like to encourage the Board to put out information about how to



best use Parent Square, and maintain using it for at least a year or two in order that our school community might learn how to utilize it best as “One MA”.

Finally, school community: while established Monument Academy families know teachers and feel connected in the school-family community, it seems we could grow just a little bit in helping our new-to-MA families feel more connected quicker. Both campuses' Parent Teacher Organizations have done a phenomenal job of organizing events for our teachers and families to mingle at. We would like to humbly implore the Board to offer more incentive for teachers to attend these events and create more out-of-classroom actual facetime with students and families. We would also like to humbly implore our Monument Academy families to continue to seek out ways to give teachers, paras, staff, and admins “shout outs” of all sorts to continue to foster healthy parent/teacher relationships and build staff morale. We are in this together!

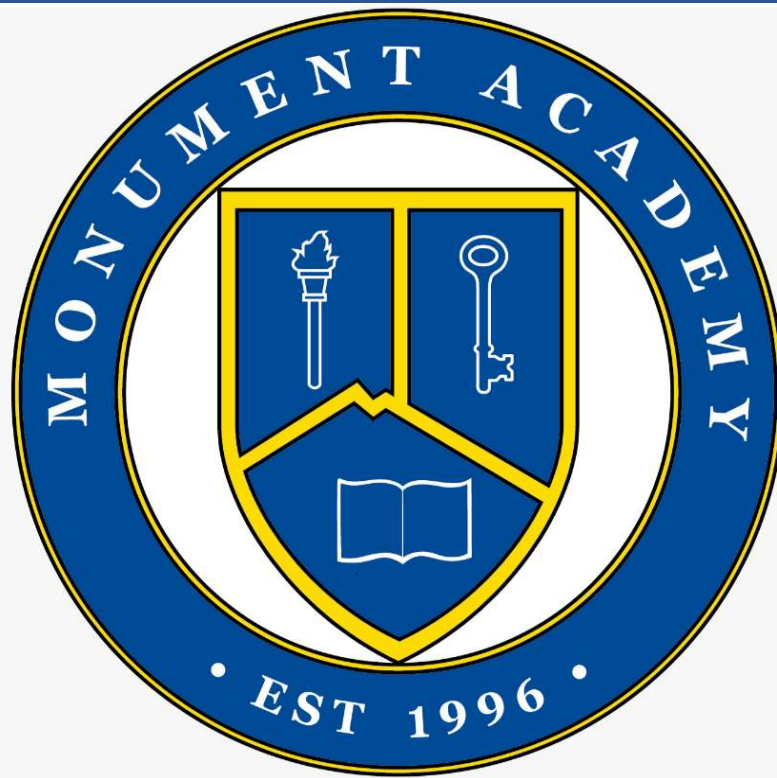
Thank you for your time and all you do to promote the best experience for everyone at Monument Academy Schools!

Sincerely,  
Jilinda Dygert,  
Chair, Monument Academy West Campus SAAC

**Monument Academy**

**Mid-Yr Budget**

**FY 2023/24**



Monument Academy  
1150 Village Ridge Pt  
Monument, Co 80132

Kim McClelland  
Interim Executive Director

Glenn Gustafson, CPA  
Interim Chief Financial Officer

14-Dec-23

**Monument Academy**

Mid-Yr Budget

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FY 2023/24

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**Monument Academy**  
**Mid-Yr Budget**  
**Budget Development Assumptions**  
**FY 2023/24**

	FY 22/23	FY 24 Adopted	FY 24 Mid-Yr	Difference
<b>Revenue-Based Assumptions</b>				
<b>October FTE Pupil Count</b>				
Monument Academy Elementary	621.50	676.50	586.00	
Monument Academy Middle School		402.00	399.00	
Monument Academy High School	486.00	141.00	118.00	
Total All Schools	1,107.50	1,219.50	1,103.00	(116.50)
<b>Post-Negative Factor Per-Pupil Funding</b>	\$9,073.83	\$10,034.00	\$10,086.00	
<b>Total Program Funding</b>				
Monument Academy Elementary	6,236,131	6,788,001	5,910,396	
Monument Academy Middle School	0	4,033,668	4,024,314	
Monument Academy High School	4,876,524	1,414,794	1,190,148	
Total All Schools	\$11,112,655	\$12,236,463	\$11,124,858	(1,111,605)
<b>Mill Levy Override</b>	\$625.64	\$614.86	\$614.86	
Monument Academy Elementary	388,832	415,953	360,308	
Monument Academy Middle School		247,174	245,329	
Monument Academy High School	304,059	86,695	72,553	
Total All Schools	\$692,891	\$749,822	\$678,191	(71,631)
<b>Instructional Materials Fees</b>		\$285.00	\$285.00	
Monument Academy Elementary		108,240	93,760	
Monument Academy Middle School		114,570	113,715	
Monument Academy High School		40,185	33,630	
Total All Schools		\$262,995	\$241,105	(21,890)
			Total	(\$1,183,236)

<b>Expenditure-Based Assumptions</b>				
Charter Contribution Insurance Premium (monthly)	\$725	\$770	\$770	
Charter Contribution Insurance Premium (Annually)	\$8,700	\$9,240	\$9,240	
Charter Contributions - Dental, Vision, etc		\$438	\$438	
Insurance Participation	N/A	60.0%	60.0%	
Employer PERA Contribution	21.40%	21.40%	21.40%	
Medicare Employer Contribution	1.45%	1.45%	1.45%	
Colorado Minimum Wage	\$12.56	\$13.65		

**Monument Academy**  
**Mid-Yr Budget**  
**Budget Development Assumptions**  
**FY 2023/24**

	FY 22/23	FY 24 Adopted	FY 24 Mid-Yr	Difference
<b>Student Fees</b>				
Monument Academy Preschool Student Fees		\$150.00	\$150.00	
Monument Academy Preschool Tuition		(\$500/\$625/\$1,125)	(\$500/\$625/\$1,125)	
Monument Academy Elementary		\$175.00	\$175.00	
Monument Academy Middle School		\$285.00	\$285.00	
* Math Mates Consumables		\$10.00	\$10.00	
* Science Consumables		\$2.00	\$2.00	
* Science (Amplify & Explore)		\$10.00	\$10.00	
* Drama/Musicals - Costumes		\$35/\$45	\$35/\$45	
* Music Copies/Trax/Sight Reading		\$15.00	\$15.00	
* Choir Auditions & State Participation		\$65.00	\$65.00	
* 2D/3D Classes		\$40.00	\$40.00	
* Science/English/History/Math		\$8 - \$40	\$8 - \$40	
* Camp Shady Brook		\$265.00	\$265.00	
* Challenger Learning Center		\$48.00	\$48.00	
* Athletics Fees (MS Football)		\$150.00	\$150.00	
* Athletics Fees (MS Girls Basketball, Boys Soccer,Volleyball,Track)		\$120.00	\$120.00	
* Athletics Fees (MS Xcountry, Boys Basketball,Girls Soccer)		\$100.00	\$100.00	
Monument Academy High School				
* Technology - Chromebook Transition Costs (School fee)		\$285.00	\$285.00	
* Art Supplies Fee		\$20.00	\$20.00	
* Foreign Language Test Fee		\$20.00	\$20.00	
* Science - Lab Supplies Fee		\$20.00	\$20.00	
* Drama - Costuming/Production Sets Fee		\$30.00	\$30.00	
* Athletics Fees (HS Basketball & Track)		\$120.00	\$120.00	
* Athletics Fees (HS X Country,Volleyball,)		\$100.00	\$100.00	
* Athletics: MS Football		\$150.00	\$150.00	
* Athletics: Cheer		\$300.00	\$300.00	
* Matchwits		\$50.00	\$50.00	
* School instructional Fees do not include field trips				

**Monument Academy**  
**Mid-Yr Budget**  
**Appropriation Resolution**  
**FY 2023/24**

**Appropriation Resolution**

Be it resolved, by the Board of Directors of Monument Academy in El Paso County, that the amounts shown in the following schedule be appropriated to each fund as specified in the Adopted Budget for the ensuing fiscal year beginning July 1, 2023 and ending June 30, 2024.

<b>FUND</b>	<b>APPROPRIATION AMOUNT</b>
<b>General Fund</b>	
General Fund	17,709,875
PreSchool Fund	636,600
 <b>Special Revenue Funds</b>	
Facilities Corporation	2,525,000
Foundation Fund	3,050,000
Pupil Activity Fund	<u>410,000</u>
 <b>Total Appropriation</b>	 <u><u>\$24,331,475</u></u>

**Monument Academy**  
**Board of Directors**

\_\_\_\_\_  
Ryan Graham, President

Attest:

\_\_\_\_\_  
Emily Belisle, Secretary

\_\_\_\_\_  
Date

**Monument Academy**  
**Mid-Yr Budget**  
**Use of Beginning Fund Balance Resolution**  
**FY 2023/24**

**Use of Beginning Fund Balance Resolution**

A Resolution of the Board of Education of the Monument Academy  
Authorizing the Use of a Portion of  
Beginning Fund Balance as Authorized by Colorado Statutes

**WHEREAS**, C.R.S. 22-44-105 states that a budget, duly adopted pursuant to this article, shall not provide for expenditures, inter-fund transfers, or reserves, in excess of available revenues and beginning fund balance.

**WHEREAS**, the Board of Education may authorize the use of a portion of the beginning fund balance in the budget, stating the amount to be used, the purpose for which the expenditure is needed, and the district's plan to ensure that the use of the beginning fund balance will not lead to an ongoing deficit.

**WHEREAS**, the Board of Education has determined the beginning fund balance in the General Fund is sufficient to allow for the one-time expenditures and the action may lead to an ongoing deficit.

**NOW, THEREFORE, BE IT RESOLVED:**

In accordance with C.R.S. 22-44-105, the Board of Education authorizes the use of a portion of the fiscal year 2023-2024 Beginning Fund Balance for the following funds:

* <b>General Fund</b> , in the amount to spend down beginning fund balance.	\$790,778
* <b>Preschool Fund</b> , in the amount to spend down beginning fund balance.	\$16,886
* <b>Activity Fund</b> , in the amount to spend down beginning fund balance.	\$0
* <b>Building Corp</b> , in the amount to spend down beginning fund balance.	\$1,538
* <b>Foundation Fund</b> , in the amount to spend down beginning fund balance.	\$0

**BE IT FURTHER RESOLVED**, the use of this portion of the beginning fund balance for the purposes set forth above may lead to an ongoing deficit.

**Monument Academy**  
**Board of Directors**

\_\_\_\_\_  
Ryan Graham, President

Attest:

\_\_\_\_\_  
Emily Belisle, Secretary

\_\_\_\_\_  
Date

**Monument Academy**

Mid-Yr Budget

Fund Balance Change

FY 2023/24

Fund Balance Change Appendix			
General Fund Beginning Fund Balance	\$3,280,000		
General Fund Ending Fund Balance	<u>\$2,489,222</u>		
Revenue & Expense Budget Mismatch (Surplus/ Deficit)			<u><u>(\$790,778)</u></u>
Identified Non-Recurring Uses/Expenses of Fund Balance:			
Item 1	N/A		
Item 2	N/A		
Total		<u>\$0</u>	
Preschool Fund Beginning Fund Balance	\$100,000		
Preschool Fund Ending Fund Balance	<u>\$83,114</u>		
Revenue & Expense Budget Mismatch (Surplus/ Deficit)			<u><u>(\$16,886)</u></u>
Activity Fund Beginning Fund Balance	\$110,000		
Activity Fund Ending Fund Balance	<u>\$110,000</u>		
Revenue & Expense Budget Mismatch (Surplus/ Deficit)			<u><u>\$0</u></u>
Building Corp Fund Beginning Fund Balance	\$1,600,000		
Building Corp Ending Fund Balance	<u>\$1,598,462</u>		
Revenue & Expense Budget Mismatch (Surplus/ Deficit)			<u><u>(\$1,538)</u></u>
Foundation Beginning Fund Balance	\$1,200,000		
Foundation Ending Fund Balance	<u>\$1,213,500</u>		
Revenue & Expense Budget Mismatch (Surplus/ Deficit)			<u><u>\$13,500</u></u>



**Monument Academy**  
**Mid-Yr Budget**  
**Interfund Borrowing Resolution**  
**FY 2023/24**

**Interfund Borrowing Resolution**

Whereas Colorado Revised Statutes (C.R.S. 22-44-113) authorizes the Board of Education to borrow unencumbered monies from one fund for use by another fund. Monies borrowed from a fund pursuant to applicable laws must be repaid to said fund when needed to meet obligations of said fund and any such loan shall be repaid no later than three (3) months after the beginning of the following budget year. In the event monies are not forthcoming from designated sources, an amount equal to the outstanding liability shall be expended from the General Fund and used to repay the loan, now, therefore, be it

Resolved, that:

effective July 1, 2023, Monument Academy hereby authorizes the following borrowing in accordance with applicable laws and regulations.

<b>Fund Name</b>	<b>Borrowing Amount</b>
10 General Fund	<input type="text" value="\$250,000"/>
26 Preschool Fund	<input type="text" value="\$100,000"/>

**Monument Academy**  
**Board of Directors**

\_\_\_\_\_  
Ryan Graham, President

Attest:

\_\_\_\_\_  
Emily Belisle, Secretary

\_\_\_\_\_  
Date

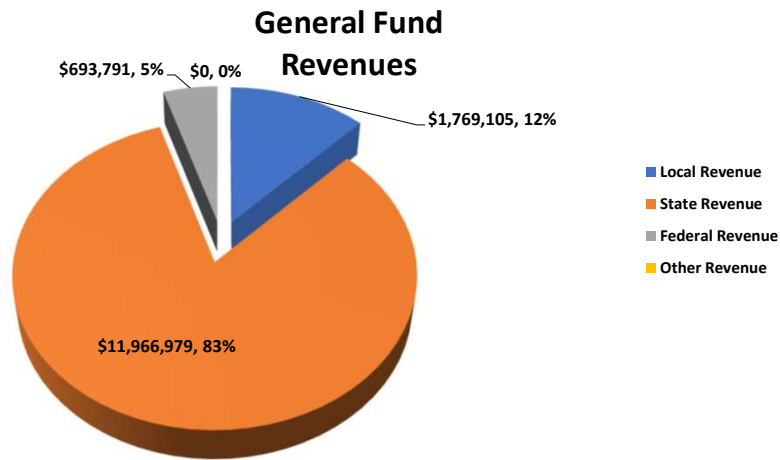
Monument Academy

Mid-Yr Budget

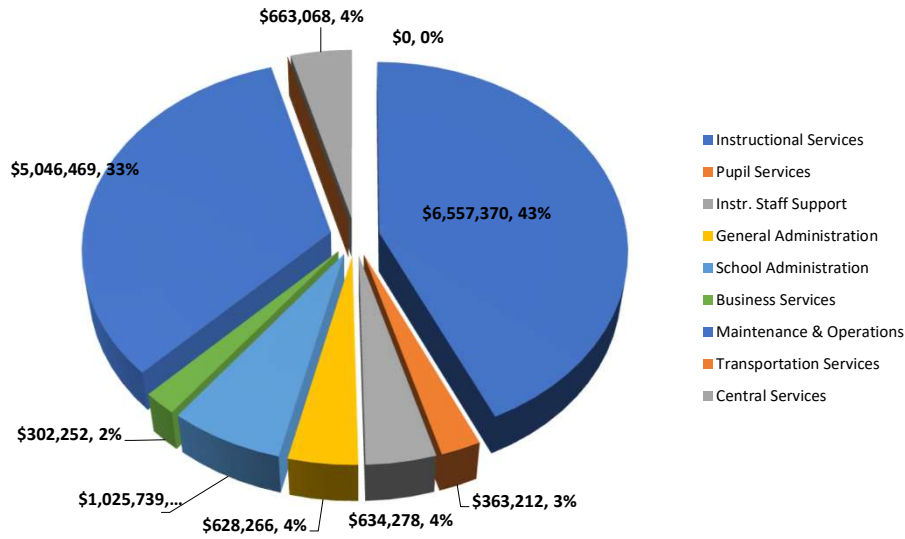
General Fund

FY 2023/24

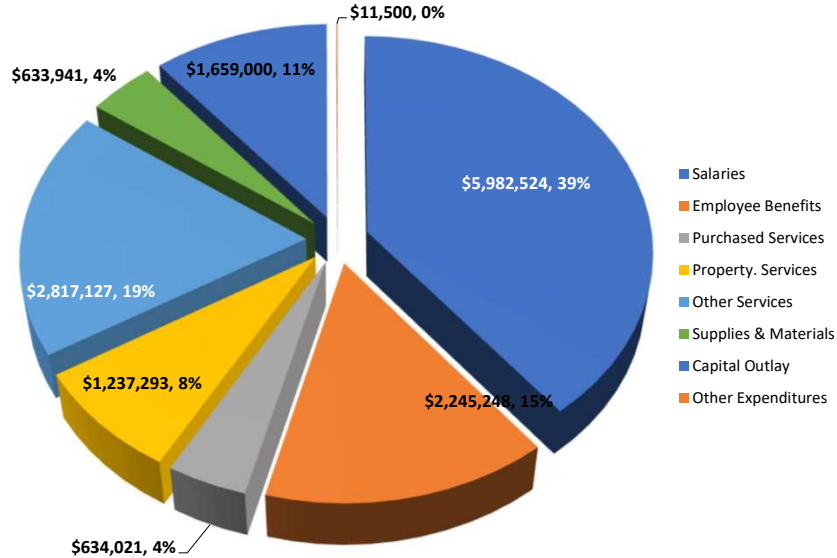
General Fund Revenues



General Fund Expenditures (By Program)



General Fund Expenditures (By Object)



Monument Academy  
Mid-Yr Budget  
Individual Fund Statements  
FY 2023/24

# Individual Fund Statements



**Monument Academy**

Mid-Yr Budget

General Fund

FY 2023/24

	Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Beginning Fund Balance</b>						
Restricted - TABOR	246,665	270,135	320,258	320,258	59,742	380,000
All Other Fund Balance	2,570,867	2,243,858	2,062,521	2,462,953	437,047	2,900,000
<b>Total Beginning Fund Balance</b>	2,817,532	2,513,993	2,382,779	2,783,211	496,789	3,280,000
<b>Revenues</b>						
Local Revenue	815,670	1,098,448	1,721,790	1,455,297	313,808	1,769,105
State Revenue	7,789,454	9,757,264	10,806,012	12,802,144	(835,165)	11,966,979
Federal Revenue	343,106	3,514	944,106	8,000	685,791	693,791
Other Revenue	0	0	0	0	0	0
<b>Total Revenues</b>	8,948,230	10,859,226	13,471,908	14,265,441	164,434	14,429,875
<b>Total Resources Available</b>	11,765,762	13,373,219	15,854,687	17,048,652	661,223	17,709,875
<b>Expenditures</b>						
Instructional Services	4,002,894	5,117,271	5,831,108	6,231,590	325,780	6,557,370
Pupil Services	313,411	492,718	316,854	505,467	(142,255)	363,212
Instr. Staff Support	488,004	181,766	370,438	688,685	(54,407)	634,278
General Administration	642,863	911,077	560,014	642,376	(14,110)	628,266
School Administration	787,482	842,861	1,073,440	1,050,630	(24,891)	1,025,739
Business Services	299,939	344,572	545,763	261,173	41,079	302,252
Maintenance & Operations	2,299,923	2,771,125	3,879,244	4,208,419	838,050	5,046,469
Transportation Services	4,012	0	0	0	0	0
Central Services	413,241	329,050	358,620	677,102	(14,034)	663,068
Other Expenditures	0	0	0	0	0	0
<b>Total Expenditures</b>	9,251,769	10,990,440	12,935,481	14,265,442	955,211	15,220,653
<b>Other Financing Uses</b>						
Transfers Out	0	0	0	0	0	0
<b>Total Other Financing Uses</b>	0	0	0	0	0	0
<b>Operating Surplus/(Deficit)</b>	<b>(303,539)</b>	<b>(131,214)</b>	<b>536,427</b>	<b>0</b>	<b>(790,778)</b>	<b>(790,778)</b>
<b>Fund Balances</b>						
Restricted - TABOR	270,135	320,258	380,000	340,000	10,000	350,000
All Other Fund Balance	2,243,858	2,062,521	2,539,206	2,443,210	(303,988)	2,139,222
<b>Total Fund Balance</b>	2,513,993	2,382,779	2,919,206	2,783,210	(293,988)	2,489,222
<b>Total Expenditures &amp; Fund Balance</b>				17,048,652	661,223	17,709,875
<b>Total Appropriation</b>				<b>\$17,048,652</b>		<b>\$17,709,875</b>

**Monument Academy****Mid-Yr Budget****General Fund Revenue****FY 2023/24**

	<b>Actuals FY 20-21</b>	<b>Actuals FY 21-22</b>	<b>Actuals FY 22-23</b>	<b>Adopted FY 23-24</b>	<b>Change</b>	<b>Mid-Yr FY 23-24</b>
<b>Local Revenues</b>						
Property Taxes - MLO	578,894	621,928	692,891	749,822	(71,631)	678,191
Tuition	0	0	0	0	0	0
Earnings on Investments	20,645	15,767	63,223	115,910	109,090	225,000
Athletic Fees	0	0	0	0	61,822	61,822
Instructional Materials Fees	170,986	218,568	221,872	262,995	(15,490)	247,505
Community Services Fees	30,280	30,000	44,935	30,000	37,500	67,500
Other Local Revenues	14,865	212,185	698,869	296,570	192,517	489,087
<b>Total Local Revenues</b>	<b>815,670</b>	<b>1,098,448</b>	<b>1,721,790</b>	<b>1,455,297</b>	<b>313,808</b>	<b>1,769,105</b>
<b>State Revenue</b>						
Per-Pupil Funding	7,333,679	9,185,296	10,049,266	12,236,463	(1,111,605)	11,124,858
Capital Construction Funds	287,283	282,694	387,693	437,361	5,700	443,061
Education of the Handicapped	0	0	0	0	96,914	96,914
English Language Proficiency	0	0	0	10,000	0	10,000
READ Act Revenue	24,464	24,925	14,925	25,000	0	25,000
Gifted & Talented	7,428	0	0	15,000	0	15,000
On-Behalf Payment	0	0	0	0	200,000	200,000
PERA/Other State Revenue	136,600	264,349	354,128	78,320	(26,174)	52,146
<b>Total State Revenues</b>	<b>7,789,454</b>	<b>9,757,264</b>	<b>10,806,012</b>	<b>12,802,144</b>	<b>(835,165)</b>	<b>11,966,979</b>
<b>Federal Revenue</b>						
Other Federal Revenue	13,636	3,514	294,544	8,000	685,791	693,791
CARES Relief Funds	288,470	0	0	0	0	0
ESSER Relief Funds	41,000	0	649,562	0	0	0
<b>Total Federal Revenues</b>	<b>343,106</b>	<b>3,514</b>	<b>944,106</b>	<b>8,000</b>	<b>685,791</b>	<b>693,791</b>
<b>Allocations</b>						
Preschool	0	0	0	0	0	0
Pupil Activity Fund	0	0	0	0	0	0
<b>Total Allocation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues &amp; Resources</b>	<b>\$ 8,948,230</b>	<b>\$ 10,859,226</b>	<b>\$ 13,471,908</b>	<b>\$ 14,265,441</b>	<b>\$ 164,434</b>	<b>\$ 14,429,875</b>

**Monument Academy**  
Mid-Yr Budget  
General Fund Expenditures  
FY 2023/24

			Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Instruction (11)</b>								
01XX	Salaries		2,563,762	3,314,654	3,424,830	3,851,006	(127,433)	3,723,574
02XX	Employee Benefits		839,651	1,037,887	1,428,588	1,383,002	111,971	1,494,973
03XX	Professional Services		10,060	132,731	94,375	0	0	0
04XX	Property Services		0	0	0	0	0	0
05XX	Other Services		1,707	1,895	1,653	3,625	3,500	7,125
06XX	Supplies & Materials		137,303	340,273	277,388	274,730	(57,500)	217,230
07XX	Equipment		0	0	0	60,494	394,506	455,000
08XX	Other Objects		0	0	0	0	0	0
09XX	Other Uses		0	0	0	0	0	0
<b>Total Instruction</b>			3,552,483	4,827,440	5,226,834	5,572,857	325,045	5,897,902
<b>Special Education (12)</b>								
01XX	Salaries		276,192	176,354	252,156	333,608	(85,638)	247,970
02XX	Employee Benefits		81,237	56,207	67,998	128,032	(33,743)	94,289
03XX	Professional Services		51,071	6,646	202,919	65,000	0	65,000
04XX	Property Services		0	0	0	0	0	0
05XX	Other Services		700	614	0	52,000	63,040	115,040
06XX	Supplies & Materials		6,520	1,101	2,026	9,500	(3,000)	6,500
07XX	Equipment		0	0	0	0	0	0
08XX	Other Objects		0	0	0	0	0	0
09XX	Other Uses		0	0	0	0	0	0
<b>Total Special Education</b>			415,720	240,922	525,099	588,140	(59,341)	528,799
<b>Career &amp; Technical Education (13)</b>								
01XX	Salaries		0	0	0	0	0	0
02XX	Employee Benefits		0	0	0	0	0	0
03XX	Professional Services		0	0	0	0	0	0
04XX	Property Services		0	0	0	0	0	0
05XX	Other Services		0	0	0	0	0	0
06XX	Supplies & Materials		0	0	0	0	0	0
07XX	Equipment		0	0	0	0	0	0
08XX	Other Objects		0	0	0	0	0	0
09XX	Other Uses		0	0	0	0	0	0
<b>Total Career &amp; Technical Education</b>			0	0	0	0	0	0
<b>Cocurricular Education (14)</b>								
01XX	Salaries		28,350	39,250	61,436	57,463	20,537	78,000
02XX	Employee Benefits		6,341	9,659	17,739	13,130	4,694	17,824
03XX	Professional Services		0	0	0	0	23,845	23,845
04XX	Property Services		0	0	0	0	0	0
05XX	Other Services		0	0	0	0	5,000	5,000
06XX	Supplies & Materials		0	0	0	0	6,000	6,000
07XX	Equipment		0	0	0	0	0	0
08XX	Other Objects		0	0	0	0	0	0
09XX	Other Uses		0	0	0	0	0	0
<b>Total Cocurricular Education</b>			34,691	48,909	79,175	70,593	60,076	130,669
<b>Student Support Svcs (21)</b>							0	
01XX	Salaries		195,091	329,846	218,103	371,059	(108,359)	262,700
02XX	Employee Benefits		50,886	98,772	60,189	129,208	(33,896)	95,312
03XX	Professional Services		57,607	59,946	33,447	0	0	0
04XX	Property Services		0	0	0	0	0	0
05XX	Other Services		0	0	0	0	0	0
06XX	Supplies & Materials		9,827	4,154	5,115	5,200	0	5,200
07XX	Equipment		0	0	0	0	0	0
08XX	Other Objects		0	0	0	0	0	0
09XX	Other Uses		0	0	0	0	0	0
<b>Total Student Support Svcs</b>			313,411	492,718	316,854	505,467	(142,255)	363,212

**Monument Academy**  
Mid-Yr Budget  
General Fund Expenditures  
FY 2023/24

	Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Staff Support Svcs (22)</b>						
01XX Salaries	334,708	90,870	246,591	449,958	(62,408)	387,550
02XX Employee Benefits	108,267	60,713	84,440	147,527	(24,810)	122,717
03XX Professional Services	8,208	0	0	55,000	(10,000)	45,000
04XX Property Services	0	0	0	0	0	0
05XX Other Services	0	0	0	0	0	0
06XX Supplies & Materials	36,821	30,183	39,407	36,200	42,811	79,011
07XX Equipment	0	0	0	0	0	0
08XX Other Objects	0	0	0	0	0	0
09XX Other Uses	0	0	0	0	0	0
<b>Total Staff Support Svcs</b>	<b>488,004</b>	<b>181,766</b>	<b>370,438</b>	<b>688,685</b>	<b>(54,407)</b>	<b>634,278</b>
<b>General Administration (23)</b>						
01XX Salaries	68,400	145,955	46,028	0	0	0
02XX Employee Benefits	15,287	40,983	11,860	0	0	0
03XX Professional Services	58,917	112,253	108,016	233,550	(50,500)	183,050
04XX Property Services	0	0	0	0	0	0
05XX Other Services	499,189	607,321	384,541	369,126	45,590	414,716
06XX Supplies & Materials	1,070	4,565	9,569	27,000	(5,000)	22,000
07XX Equipment	0	0	0	0	0	0
08XX Other Objects	0	0	0	12,700	(4,200)	8,500
09XX Other Uses	0	0	0	0	0	0
<b>Total General Administration</b>	<b>642,863</b>	<b>911,077</b>	<b>560,014</b>	<b>642,376</b>	<b>(14,110)</b>	<b>628,266</b>
<b>School Administration (24)</b>						
01XX Salaries	455,885	533,833	768,559	775,645	(18,440)	757,205
02XX Employee Benefits	143,574	167,641	246,803	249,485	(6,451)	243,034
03XX Professional Services	100,564	78,380	12,562	10,000	0	10,000
04XX Property Services	0	0	0	0	0	0
05XX Other Services	76,866	47,719	32,688	0	0	0
06XX Supplies & Materials	0	0	1,740	12,500	0	12,500
07XX Equipment	0	0	0	0	0	0
08XX Other Objects	10,593	15,288	11,088	3,000	0	3,000
09XX Other Uses	0	0	0	0	0	0
<b>Total School Administration</b>	<b>787,482</b>	<b>842,861</b>	<b>1,073,440</b>	<b>1,050,630</b>	<b>(24,891)</b>	<b>1,025,739</b>
<b>Business Services (25)</b>						
01XX Salaries	221,472	255,246	302,130	55,650	71,575	127,225
02XX Employee Benefits	64,320	70,555	82,847	19,523	14,312	33,835
03XX Professional Services	13,966	18,771	160,089	183,500	(46,808)	136,692
04XX Property Services	0	0	0	0	0	0
05XX Other Services	0	0	0	0	0	0
06XX Supplies & Materials	181	0	697	2,500	2,000	4,500
07XX Equipment	0	0	0	0	0	0
08XX Other Objects	0	0	0	0	0	0
09XX Other Uses	0	0	0	0	0	0
<b>Total Business Services</b>	<b>299,939</b>	<b>344,572</b>	<b>545,763</b>	<b>261,173</b>	<b>41,079</b>	<b>302,252</b>
<b>Maintenance &amp; Operations (26)</b>						
01XX Salaries	185,444	188,853	138,487	154,632	(14,032)	140,600
02XX Employee Benefits	47,986	49,548	42,178	55,657	(1,127)	54,530
03XX Professional Services	22,685	22,685	22,971	21,800	3,000	24,800
04XX Property Services	1,441,076	2,032,312	3,322,231	1,258,100	(20,808)	1,237,293
05XX Other Services	23,660	50,517	39,668	2,130,500	36,746	2,167,246
06XX Supplies & Materials	217,193	253,495	271,113	242,000	(18,000)	224,000
07XX Equipment	361,879	173,715	42,596	45,000	1,153,000	1,198,000
08XX Other Objects	0	0	0	300,730	(300,730)	0
09XX Other Uses	0	0	0	0	0	0
<b>Total Maintenance &amp; Operations</b>	<b>2,299,923</b>	<b>2,771,125</b>	<b>3,879,244</b>	<b>4,208,419</b>	<b>838,050</b>	<b>5,046,469</b>

**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Expenditures**  
**FY 2023/24**

	Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Student Transportation (27)</b>						
01XX Salaries	0	0	0	0	0	0
02XX Employee Benefits	0	0	0	0	0	0
03XX Professional Services	0	0	0	0	0	0
04XX Property Services	0	0	0	0	0	0
05XX Other Services	0	0	0	0	0	0
06XX Supplies & Materials	0	0	0	0	0	0
07XX Equipment	4,012	0	0	0	0	0
08XX Other Objects	0	0	0	0	0	0
09XX Other Uses	0	0	0	0	0	0
<b>Total Student Transportation</b>	<b>4,012</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Central Services (28)</b>						
01XX Salaries	23,808	25,268	30,765	266,891	(9,191)	257,700
02XX Employee Benefits	30,741	16,605	11,749	91,211	(2,477)	88,734
03XX Professional Services	61,712	65,200	137,926	110,000	35,634	145,634
04XX Property Services	0	0	869	0	0	0
05XX Other Services	94,514	94,156	80,020	105,000	3,000	108,000
06XX Supplies & Materials	46,282	44,121	87,492	74,000	(17,000)	57,000
07XX Equipment	156,184	83,700	9,799	30,000	(24,000)	6,000
08XX Other Objects	0	0	0	0	0	0
09XX Other Uses	0	0	0	0	0	0
<b>Total Central Services</b>	<b>413,241</b>	<b>329,050</b>	<b>358,620</b>	<b>677,102</b>	<b>(14,034)</b>	<b>663,068</b>
<b>Total Expenditures</b>	<b>\$9,251,769</b>	<b>\$10,990,440</b>	<b>\$12,935,481</b>	<b>\$14,265,442</b>	<b>\$955,211</b>	<b>\$15,220,653</b>

	Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Staff FTE:</b>						
1XX Administrators	<b>Detailed Information Not Available</b>			11.80	0.60	12.40
2XX Teachers (Licensed)				86.20	-9.30	76.90
3XX Non-Teaching Professionals				2.40	2.25	4.65
4XX Classified - Instructional				16.15	0.35	16.50
5XX Classified - School Admin				8.60	-2.80	5.80
6XX Classified - Maint, Oper & Trans				3.50	-0.50	3.00
<b>Total FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>128.65</b>	<b>-9.40</b>	<b>119.25</b>



**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Detail Budgets**  
**FY 2023/24**

**Program:** **Instruction (11)**  
**Program Budget Manager:** Walker, Vinchattle, & Kennington

**Program Description:**

Included in this program are the expenditures incurred in planned learning activities and experiences that provide students in schools of all levels (K-12). Non-salary and benefit accounts represent funds allocated to schools (principals) based on the student count for each school. The Superintendent determines the number of FTE for each category of position based on the unique needs of each school.

		Actuals	Actuals	Actuals	Adopted	Change	Mid-Yr
		FY 20-21	FY 21-22	FY 22-23	FY 23-24		FY 23-24
<b>Instruction (11)</b>							
011X	Salaries	2,398,259	2,971,131	3,424,830	3,851,006	(127,433)	3,723,574
01XX	Supplemental Pay & Stipends	165,503	343,523	0	0	0	0
02XX	Employee Benefits	839,651	1,037,887	1,428,588	1,383,002	111,971	1,494,973
03XX	Professional Services	10,060	132,731	94,375	0	0	0
04XX	Property Services	0	0	0	0	0	0
05XX	Other Services	1,707	1,895	1,653	3,625	3,500	7,125
06XX	Supplies & Materials	137,303	340,273	277,388	274,730	(57,500)	217,230
07XX	Equipment	0	0	0	60,494	394,506	455,000
08XX	Other Objects	0	0	0	0	0	0
09XX	Other Uses	0	0	0	0	0	0
<b>Total Instruction</b>		<b>3,552,483</b>	<b>4,827,440</b>	<b>5,226,834</b>	<b>5,572,857</b>	<b>325,045</b>	<b>5,897,902</b>

\* Included in Salaries

		Actuals	Actuals	Actuals	Adopted	Change	Mid-Yr
		FY 20-21	FY 21-22	FY 22-23	FY 23-24		FY 23-24
<b>Staff FTE:</b>							
1XX	Administrators				0.00	0.00	0.00
2XX	Teachers (Licensed)				72.70	-3.10	69.60
3XX	Non-Teaching Professionals				0.00	0.00	0.00
4XX	Classified - Instructional				10.50	-1.30	9.20
5XX	Classified - School Admin				0.00	0.00	0.00
6XX	Classified - Maint, Oper & Trans				0.00	0.00	0.00
<b>Total FTE</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>83.20</b>	<b>-4.40</b>	<b>78.80</b>

**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Detail Budgets**  
**FY 2023/24**

**Program:** Instruction - Special Education (12)  
**Program Budget Manager:** Jennifer Revello

**Program Description:**

This budget pays for educational services for students with disabilities and special needs. The primary expenditures for this program are the salaries and benefits costs for special education staff. Special Education expenditures in the General Fund are eligible for a partial reimbursement from the State of Colorado Special Education categorical funding as dictated by the Colorado public school finance act of 1994.

		Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Special Education (12)</b>							
011X	Salaries	271,090	176,354	252,156	333,608	(85,638)	247,970
01XX	Supplemental Pay & Stipends	5,102	0	0	0	0	0
02XX	Employee Benefits	81,237	56,207	67,998	128,032	(33,743)	94,289
03XX	Professional Services	51,071	6,646	202,919	65,000	0	65,000
04XX	Property Services	0	0	0	0	0	0
05XX	Other Services	700	614	0	52,000	63,040	115,040
06XX	Supplies & Materials	6,520	1,101	2,026	9,500	(3,000)	6,500
07XX	Equipment	0	0	0	0	0	0
08XX	Other Objects	0	0	0	0	0	0
09XX	Other Uses	0	0	0	0	0	0
<b>Total Special Education</b>		<b>415,720</b>	<b>240,922</b>	<b>525,099</b>	<b>588,140</b>	<b>(59,341)</b>	<b>528,799</b>

		Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Staff FTE:</b>							
1XX	Administrators	<b>Detailed Information Not Available</b>			0.00	0.00	0.00
2XX	Teachers (Licensed)				5.00	-2.00	3.00
3XX	Non-Teaching Professionals				0.00	0.00	0.00
4XX	Classified - Instructional				4.00	-0.20	3.80
5XX	Classified - School Admin				0.00	0.00	0.00
6XX	Classified - Maint, Oper & Trans				0.00	0.00	0.00
<b>Total FTE</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>9.00</b>	<b>-2.20</b>	<b>6.80</b>

**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Detail Budgets**  
**FY 2023/24**

**Program:** 13 Instruction - Career & Technical Education (CTE)  
**Program Budget Manager:** N/A

**Program Description:**

This budget is used for students in state approved vocational programs operating in secondary schools. Expenditures made from this program are eligible for reimbursement from the Colorado Vocational Act at a rate of approximately 30%. The reimbursement revenue is a state categorical funding element from the Colorado public school finance act of 1994 and is listed in the General Fund under state revenues.

**Career & Technical Education (13)**

011X Salaries  
01XX Supplemental Pay & Stipends  
02XX Employee Benefits  
03XX Professional Services  
04XX Property Services  
05XX Other Services  
06XX Supplies & Materials  
07XX Equipment  
08XX Other Objects  
09XX Other Uses

**Total Career & Technical Education**

Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0

Adopted FY 23-24	Change	Mid-Yr FY 23-24
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0

**Staff FTE:**

1XX Administrators  
2XX Teachers (Licensed)  
3XX Non-Teaching Professionals  
4XX Classified - Instructional  
5XX Classified - School Admin  
6XX Classified - Maint, Oper & Trans  
Total FTE

Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23
Detailed Information Not Available		
0.00	0.00	0.00

Adopted FY 23-24	Change	Mid-Yr FY 23-24
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00

**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Detail Budgets**  
**FY 2023/24**

**Program:** 14 **Instruction - Co-Curricular Activities**  
**Program Budget Manager:** Michael Svendsen

**Program Description:**

This program supports athletic programs and competition. These programs promote student self-esteem, school spirit and physical and mental fitness. Expenditures of this program include salaries and benefits of staff, sports dues and fees, game officials, sports transportation and sports equipment.

		Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Co-Curricular Instruction (14)</b>							
011X	Salaries	0	0	0	0	0	0
01XX	Supplemental Pay & Stipends	28,350	39,250	61,436	57,463	20,537	78,000
02XX	Employee Benefits	6,341	9,659	17,739	13,130	4,694	17,824
03XX	Professional Services	0	0	0	0	23,845	23,845
04XX	Property Services	0	0	0	0	0	0
05XX	Other Services	0	0	0	0	5,000	5,000
06XX	Supplies & Materials	0	0	0	0	6,000	6,000
07XX	Equipment	0	0	0	0	0	0
08XX	Other Objects	0	0	0	0	0	0
09XX	Other Uses	0	0	0	0	0	0
<b>Total Co-Curricular Instruction</b>		<b>34,691</b>	<b>48,909</b>	<b>79,175</b>	<b>70,593</b>	<b>60,076</b>	<b>130,669</b>

		Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Staff FTE:</b>							
1XX	Administrators				0.00	0.00	0.00
2XX	Teachers (Licensed)				0.00	0.00	0.00
3XX	Non-Teaching Professionals				0.00	0.00	0.00
4XX	Classified - Instructional				0.00	0.00	0.00
5XX	Classified - School Admin				0.00	0.00	0.00
6XX	Classified - Maint, Oper & Trans				0.00	0.00	0.00
<b>Total FTE</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Detailed Information Not Available

**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Detail Budgets**  
**FY 2023/24**

**Program:** 2100 **Student Support Services**  
**Program Budget Manager:** Jennifer Revello

**Program Description:**

Student support services include all programs and activities in schools that support students but are not directly related to instruction. Examples include school nurses, counselors, social workers and school psychologists. The majority of expenditures are salaries and benefits of staff.

			Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Student Support Services (21)</b>								
011X	Salaries		192,527	324,700	218,103	371,059	(108,359)	262,700
01XX	Supplemental Pay & Stipends		2,564	5,146	0	0	0	
02XX	Employee Benefits		50,886	98,772	60,189	129,208	(33,896)	95,312
03XX	Professional Services		57,607	59,946	33,447	0	0	0
04XX	Property Services		0	0	0	0	0	0
05XX	Other Services		0	0	0	0	0	0
06XX	Supplies & Materials		9,827	4,154	5,115	5,200	0	5,200
07XX	Equipment		0	0	0	0	0	0
08XX	Other Objects		0	0	0	0	0	0
09XX	Other Uses		0	0	0	0	0	0
<b>Total Student Support Services</b>			<b>313,411</b>	<b>492,718</b>	<b>316,854</b>	<b>505,467</b>	<b>(142,255)</b>	<b>363,212</b>

			Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Staff FTE:</b>								
1XX	Administrators					0.00	0.00	0.00
2XX	Teachers (Licensed)					6.00	-2.70	3.30
3XX	Non-Teaching Professionals					0.00	0.00	0.00
4XX	Classified - Instructional					1.65	1.35	3.00
5XX	Classified - School Admin					0.00	0.00	0.00
6XX	Classified - Maint, Oper & Trans					0.00	0.00	0.00
	<b>Total FTE</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>7.65</b>	<b>-1.35</b>	<b>6.30</b>

**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Detail Budgets**  
**FY 2023/24**

**Program:** 2200 **Instructional Staff Services**  
**Program Budget Manager:** Kim McLelland & Tina Leone

**Program Description:**

Instructional Staff Services include the supervision of instructional activities to include special education, athletics and other instructional supervisors. This category also includes Library & Media services. The majority of expenditures are salaries and benefits of staff.

**Student Support Services (22)**

	Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>011X</b> Salaries	298,662	90,870	246,591	449,958	(62,408)	387,550
<b>01XX</b> Supplemental Pay & Stipends	36,046	0	0	0	0	
<b>02XX</b> Employee Benefits	108,267	60,713	84,440	147,527	(24,810)	122,717
<b>03XX</b> Professional Services	8,208	0	0	55,000	(10,000)	45,000
<b>04XX</b> Property Services	0	0	0	0	0	0
<b>05XX</b> Other Services	0	0	0	0	0	0
<b>06XX</b> Supplies & Materials	36,821	30,183	39,407	36,200	42,811	79,011
<b>07XX</b> Equipment	0	0	0	0	0	0
<b>08XX</b> Other Objects	0	0	0	0	0	0
<b>09XX</b> Other Uses	0	0	0	0	0	0
<b>Total Student Support Services</b>	<b>488,004</b>	<b>181,766</b>	<b>370,438</b>	<b>688,685</b>	<b>(54,407)</b>	<b>634,278</b>

**Staff FTE:**

	Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>1XX</b> Administrators				4.40	0.20	4.60
<b>2XX</b> Teachers (Licensed)				2.50	-1.50	1.00
<b>3XX</b> Non-Teaching Professionals				0.00	0.00	0.00
<b>4XX</b> Classified - Instructional				0.00	0.50	0.50
<b>5XX</b> Classified - School Admin				0.00	0.00	0.00
<b>6XX</b> Classified - Maint, Oper & Trans				0.00	0.00	0.00
<b>Total FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.90</b>	<b>-0.80</b>	<b>6.10</b>

**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Detail Budgets**  
**FY 2023/24**

**Program: 2300**  
**Program Budget Manager:**

**General Administration**  
Kim McClelland

**Program Description:**

General administration is the primary central administration program of the district. This program includes the superintendent's office, Board of Education, legal fees, audit fees, and property tax collection fees. While other administrative costs show up in the 2500-2800 programs, this program is the "general" administration program that is required by the Colorado uniform chart of accounts.

**General Administration (23)**

	Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23
011X Salaries	68,400	145,955	46,028
01XX Supplemental Pay & Stipends	0	0	0
02XX Employee Benefits	15,287	40,983	11,860
03XX Professional Services	58,917	112,253	108,016
04XX Property Services	0	0	0
05XX Other Services	499,189	607,321	384,541
06XX Supplies & Materials	1,070	4,565	9,569
07XX Equipment	0	0	0
08XX Other Objects	0	0	0
09XX Other Uses	0	0	0
<b>Total General Administration</b>	<b>642,863</b>	<b>911,077</b>	<b>560,014</b>

Adopted FY 23-24	Change	Mid-Yr FY 23-24
0	0	0
0	0	0
0	0	0
233,550	(50,500)	183,050
0	0	0
369,126	45,590	414,716
27,000	(5,000)	22,000
0	0	0
12,700	(4,200)	8,500
0	0	0
<b>642,376</b>	<b>(14,110)</b>	<b>628,266</b>

**Staff FTE:**

	Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23
1XX Administrators	Detailed Information Not Available	Detailed Information Not Available	Detailed Information Not Available
2XX Teachers (Licensed)			
3XX Non-Teaching Professionals			
4XX Classified - Instructional			
5XX Classified - School Admin			
6XX Classified - Maint, Oper & Trans			
<b>Total FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Adopted FY 23-24	Change	Mid-Yr FY 23-24
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Detail Budgets**  
**FY 2023/24**

**Program:** 2400  
**Program Budget Manager:**

**School Administration**  
Walker, Vinchattle, & Kennington

**Program Description:**

This program is used to account for expenditures related to school administration. The program includes Principals, Asst. Principals and School Secretaries for staffing. This program also accounts for all non-instructional expenditures or expenses not included in the classroom. Non-salary and benefit accounts, with the exception of utilities and communications, are based a formula per student.

			Actuals	Actuals	Actuals	Adopted		Mid-Yr
			FY 20-21	FY 21-22	FY 22-23	FY 23-24	Change	FY 23-24
<b>School Administration (24)</b>								
011X	Salaries		447,187	519,884	768,559	775,645	(18,440)	757,205
01XX	Supplemental Pay & Stipends		8,698	13,949	0	0	0	
02XX	Employee Benefits		143,574	167,641	246,803	249,485	(6,451)	243,034
03XX	Professional Services		100,564	78,380	12,562	10,000	0	10,000
04XX	Property Services		0	0	0	0	0	0
05XX	Other Services		76,866	47,719	32,688	0	0	0
06XX	Supplies & Materials		0	0	1,740	12,500	0	12,500
07XX	Equipment		0	0	0	0	0	0
08XX	Other Objects		10,593	15,288	11,088	3,000	0	3,000
09XX	Other Uses		0	0	0	0	0	0
<b>Total Instruction</b>			<b>787,482</b>	<b>842,861</b>	<b>1,073,440</b>	<b>1,050,630</b>	<b>(24,891)</b>	<b>1,025,739</b>

			Actuals	Actuals	Actuals	Adopted		Mid-Yr
			FY 20-21	FY 21-22	FY 22-23	FY 23-24	Change	FY 23-24
<b>Staff FTE:</b>								
1XX	Administrators					5.80	-0.90	4.90
2XX	Teachers (Licensed)					0.00	0.00	0.00
3XX	Non-Teaching Professionals					2.00	-0.20	1.80
4XX	Classified - Instructional					0.00	0.00	0.00
5XX	Classified - School Admin					5.60	0.20	5.80
6XX	Classified - Maint, Oper & Trans					0.00	0.00	0.00
<b>Total FTE</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>13.40</b>	<b>-0.90</b>	<b>12.50</b>

Actuals	Actuals	Actuals
FY 20-21	FY 21-22	FY 22-23
Detailed Information Not Available		
0.00	0.00	0.00



**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Detail Budgets**  
**FY 2023/24**

**Program:** 2500      **Business Services**  
**Program Budget Manager:** Glenn Gustafson

**Program Description:**

The Business Services program records and accounts for the financial operations of the district. The primary functions include financial and General Ledger reporting, accounts payable, accounts receivable and payroll. Other functions of the Business Services program include grants accounting and most CDE compliance reporting.

		Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Business Services (25)</b>							
011X	Salaries	216,933	251,746	302,130	55,650	71,575	127,225
01XX	Supplemental Pay & Stipends	4,539	3,500	0	0	0	
02XX	Employee Benefits	64,320	70,555	82,847	19,523	14,312	33,835
03XX	Professional Services	13,966	18,771	160,089	183,500	(46,808)	136,692
04XX	Property Services	0	0	0	0	0	0
05XX	Other Services	0	0	0	0	0	0
06XX	Supplies & Materials	181	0	697	2,500	2,000	4,500
07XX	Equipment	0	0	0	0	0	0
08XX	Other Objects	0	0	0	0	0	0
09XX	Other Uses	0	0	0	0	0	0
<b>Total Business Services</b>		<b>299,939</b>	<b>344,572</b>	<b>545,763</b>	<b>261,173</b>	<b>41,079</b>	<b>302,252</b>

		Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Staff FTE:</b>							
1XX	Administrators				0.00	0.00	0.00
2XX	Teachers (Licensed)				0.00	0.00	0.00
3XX	Non-Teaching Professionals				0.00	0.85	0.85
4XX	Classified - Instructional				0.00	0.00	0.00
5XX	Classified - School Admin				1.00	-1.00	0.00
6XX	Classified - Maint, Oper & Trans				0.00	0.00	0.00
<b>Total FTE</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>-0.15</b>	<b>0.85</b>

Detailed Information Not Available

**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Detail Budgets**  
**FY 2023/24**

**Program:** 2600  
**Program Budget Manager:**

**Maintenance & Operations**  
Kim McClelland & Charles Staiger

**Program Description:**

The Maintenance & Operations program includes all of the costs of maintaining the district's facilities and grounds. The expenditures include construction, electrical, mechanical/HVAC, plumbing and grounds.

			Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Maintenance &amp; Operations (26)</b>								
011X	Salaries		179,182	172,516	138,487	154,632	(14,032)	140,600
01XX	Supplemental Pay & Stipends		6,262	16,337	0	0	0	
02XX	Employee Benefits		47,986	49,548	42,178	55,657	(1,127)	54,530
03XX	Professional Services		22,685	22,685	22,971	21,800	3,000	24,800
04XX	Property Services		1,441,076	2,032,312	3,322,231	1,258,100	(20,808)	1,237,293
05XX	Other Services		23,660	50,517	39,668	2,130,500	36,746	2,167,246
06XX	Supplies & Materials		217,193	253,495	271,113	242,000	(18,000)	224,000
07XX	Equipment		361,879	173,715	42,596	45,000	1,153,000	1,198,000
08XX	Other Objects		0	0	0	300,730	(300,730)	0
09XX	Other Uses		0	0	0	0	0	0
<b>Total Maintenance &amp; Operations</b>			<b>2,299,923</b>	<b>2,771,125</b>	<b>3,879,244</b>	<b>4,208,419</b>	<b>838,050</b>	<b>5,046,469</b>

			Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Staff FTE:</b>								
1XX	Administrators					0.00	1.00	1.00
2XX	Teachers (Licensed)					0.00	0.00	0.00
3XX	Non-Teaching Professionals					0.00	0.00	0.00
4XX	Classified - Instructional					0.00	0.00	0.00
5XX	Classified - School Admin					0.00	0.00	0.00
6XX	Classified - Maint, Oper & Trans					3.50	-0.50	3.00
<b>Total FTE</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.50</b>	<b>0.50</b>	<b>4.00</b>

Detailed Information Not Available

**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Detail Budgets**  
**FY 2023/24**

**Program:** 2700      **Transportation**  
**Program Budget Manager:** N/A

**Program Description:**

The Transportation program accounts for all of the expenditures to operate the district's transportation fleet. This includes bus drivers and monitors, fuel and parts for repairs. Also paid for by this program are a variety of requirements to include mobile radio support, administration of required testing, printing for safety rules and regulations and other miscellaneous expenses of operating a vehicle fleet.

**Transportation (27)**

011X Salaries  
01XX Supplemental Pay & Stipends  
02XX Employee Benefits  
03XX Professional Services  
04XX Property Services  
05XX Other Services  
06XX Supplies & Materials  
07XX Equipment  
08XX Other Objects  
09XX Other Uses  
**Total Transportation**

Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
4,012	0	0
0	0	0
0	0	0
0	0	0
4,012	0	0

Adopted FY 23-24	Change	Mid-Yr FY 23-24
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0

**Staff FTE:**

1XX Administrators  
2XX Teachers (Licensed)  
3XX Non-Teaching Professionals  
4XX Classified - Instructional  
5XX Classified - School Admin  
6XX Classified - Maint, Oper & Trans  
**Total FTE**

Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23
0.00	0.00	0.00
0.00	0.00	0.00
Information Not	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00

Adopted FY 23-24	Change	Mid-Yr FY 23-24
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00
0.00	0.00	0.00

**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Detail Budgets**  
**FY 2023/24**

**Program:** 2800  
**Program Budget Manager:**

**Central Services/Human Resources**  
 Krista Pelly & Jake Dicus

**Program Description:**

The Central Services program series typically account for the expenditures related to Human Resources and Information Technology. This includes the staffing, software costs and any other costs related to employee hiring, evaluation and dismissal. The Information Technology (IT) expenses are currently not accounted for in this program but foreseeably will in the future.

**Central Services (28)**

	Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
01XX Salaries	23,808	25,268	30,765	266,891	(9,191)	257,700
01XX Supplemental Pay & Stipends	0	0	0	0	0	
02XX Employee Benefits	30,741	16,605	11,749	91,211	(2,477)	88,734
03XX Professional Services	61,712	65,200	137,926	110,000	35,634	145,634
04XX Property Services	0	0	869	0	0	0
05XX Other Services	94,514	94,156	80,020	105,000	3,000	108,000
06XX Supplies & Materials	46,282	44,121	87,492	74,000	(17,000)	57,000
07XX Equipment	156,184	83,700	9,799	30,000	(24,000)	6,000
08XX Other Objects	0	0	0	0	0	0
09XX Other Uses	0	0	0	0	0	0
<b>Total Central Services</b>	<b>413,241</b>	<b>329,050</b>	<b>358,620</b>	<b>677,102</b>	<b>(14,034)</b>	<b>663,068</b>

**Staff FTE:**

	Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
1XX Administrators				1.60	0.30	1.90
2XX Teachers (Licensed)				0.00	0.00	0.00
3XX Non-Teaching Professionals				0.40	1.60	2.00
4XX Classified - Instructional				0.00	0.00	0.00
5XX Classified - School Admin				2.00	-2.00	0.00
6XX Classified - Maint, Oper & Trans				0.00	0.00	0.00
<b>Total FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</b>	<b>-0.10</b>	<b>3.90</b>

Detailed Information Not Available

**Monument Academy**  
**Mid-Yr Budget**  
**General Fund Detail Budgets**  
**FY 2023/24**

**Program:** Summary by Program & Object  
**Program Budget Manager:** N/A

**Expenditures by Major Program**

<b>0010-2099</b>	Instructional Services	6,557,370
<b>21XX</b>	Pupil Services	363,212
<b>22XX</b>	Instructional Support	634,278
<b>23XX</b>	General Administration	628,266
<b>24XX</b>	School Administration	1,025,739
<b>25XX</b>	Business Services	302,252
<b>26XX</b>	Maintenance & Operations	5,046,469
<b>27XX</b>	Transportation	0
<b>28XX</b>	Central Services	663,068
<b>29XX</b>	Community Services	0
	Misc Expenses & Transfers	0
	<b>Total Programs</b>	<b>\$15,220,653</b>

**Expenditures by Major Account**

<b>011X</b>	Salaries	5,982,524
<b>02XX</b>	Employee Benefits	2,245,248
<b>03XX</b>	Purchased Services	634,021
<b>04XX</b>	Property. Services	1,237,293
<b>05XX</b>	Other Services	2,817,127
<b>06XX</b>	Supplies & Materials	633,941
<b>07XX</b>	Capital Outlay	1,659,000
<b>08XX</b>	Other Expenditures	11,500
<b>09XX</b>	<b>Total Objects</b>	<b>\$15,220,653</b>

**Staff FTE:**

<b>1XX</b>	Administrators	12.40
<b>2XX</b>	Teachers (Licensed)	76.90
<b>3XX</b>	Non-Teaching Professionals	4.65
<b>4XX</b>	Classified - Instructional	16.50
<b>5XX</b>	Classified - School Admin	5.80
<b>6XX</b>	Classified - Maint, Oper & Trans	3.00
	<b>Total FTE</b>	<b>119.25</b>

**Monument Academy**

Mid-Yr Budget

Preschool Fund

FY 2023/24

	Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Beginning Fund Balance</b>						
Fund Balance	54,578	85,186	76,600	75,000	25,000	100,000
<b>Total Beginning Fund Balance</b>	54,578	85,186	76,600	75,000	25,000	100,000
<b>Revenues</b>						
Allocations from General Fund	0	0	0	0	0	0
Other Revenue	313,295	309,337	478,005	513,600	23,000	536,600
<b>Total Revenues</b>	313,295	309,337	478,005	513,600	23,000	536,600
<b>Total Resources Available</b>	367,873	394,523	554,605	588,600	48,000	636,600
<b>Preschool Expenditures</b>						
Salaries	190,032	210,479	279,540	292,505	(1,455)	291,050
Employee Benefits	60,675	71,964	70,124	106,764	(1,578)	105,186
Purchased Services	0	0	5,150	0	0	0
Purchased Property Services	30,000	30,000	30,000	30,000	15,000	45,000
General Instructional Supplies	1,980	5,480	31,696	12,000	20,000	32,000
Equipment & Technology	0	0	33,152	0	33,000	33,000
Indirect Costs	0	0	5,797	0	47,250	47,250
Contingency	0	0	0	0	0	0
<b>Total Expenditures</b>	282,687	317,923	455,459	441,269	112,217	553,486
<b>Surplus/(Deficit)</b>	30,608	(8,586)	22,546	72,331	(89,217)	(16,886)
<b>Fund Balances</b>						
Fund Balance	85,186	76,600	99,146	147,331	(64,217)	83,114
<b>Total Ending Fund Balance</b>	85,186	76,600	99,146	147,331	(64,217)	83,114
<b>Total Expenditures &amp; Fund Balance</b>				588,600	48,000	636,600
<b>Total Appropriation</b>				\$ 588,600		\$ 636,600
<b>Staff FTE:</b>						
1XX Administrators				0.50	0.70	1.20
2XX Teachers (Licensed)				4.50	-1.50	3.00
3XX Non-Teaching Professionals				0.00	0.10	0.10
4XX Classified - Instructional				3.00	0.00	3.00
5XX Classified - School Admin				0.00	0.00	0.00
6XX Classified - Maint, Oper & Trans				0.00	0.00	0.00
Total FTE	0.00	0.00	0.00	8.00	-0.70	7.30

Detailed Information Not Available

**Monument Academy**

**Mid-Yr Budget**

**Facilities Corp Fund**

**FY 2023/24**

	Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Beginning Fund Balance</b>						
Fund Balance	1,543,177	1,554,167	1,561,373	1,500,000	100,000	1,600,000
<b>Total Beginning Fund Balance</b>	1,543,177	1,554,167	1,561,373	1,500,000	100,000	1,600,000
<b>Revenues</b>						
Local Revenue	930,628	929,844	971,762	925,000	0	925,000
State Revenue	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0
<b>Total Revenues</b>	930,628	929,844	971,762	925,000	0	925,000
<b>Total Resources Available</b>	2,473,805	2,484,011	2,533,135	2,425,000	100,000	2,525,000
<b>Expenditures</b>						
011X Salaries	0	0	0	0	0	0
02XX Employee Benefits	0	0	0	0	0	0
03XX Professional Services	0	0	0	1,000	4,000	5,000
04XX Property Services	0	0	0	0	0	0
05XX Other Services	0	0	0	0	0	0
06XX Supplies & Materials	0	0	0	0	0	0
07XX Equipment	0	0	0	0	0	0
08XX Other Objects	504,638	487,638	470,000	451,538	0	451,538
09XX Other Uses	415,000	435,000	450,000	470,000	0	470,000
<b>Total Expenditures</b>	919,638	922,638	920,000	922,538	4,000	926,538
<b>Surplus/(Deficit)</b>	10,990	7,206	51,762	2,462	(4,000)	(1,538)
<b>Fund Balances</b>						
Fund Balance	1,554,167	1,561,373	1,613,135	1,502,462	96,000	1,598,462
<b>Total Ending Fund Balance</b>	1,554,167	1,561,373	1,613,135	1,502,462	96,000	1,598,462
<b>Total Expenditures &amp; Fund Balance</b>				2,425,000	100,000	2,525,000
<b>Total Appropriation</b>				\$ 2,425,000		\$2,525,000

**Monument Academy**

**Mid-Yr Budget**

**Foundation Fund**

**FY 2023/24**

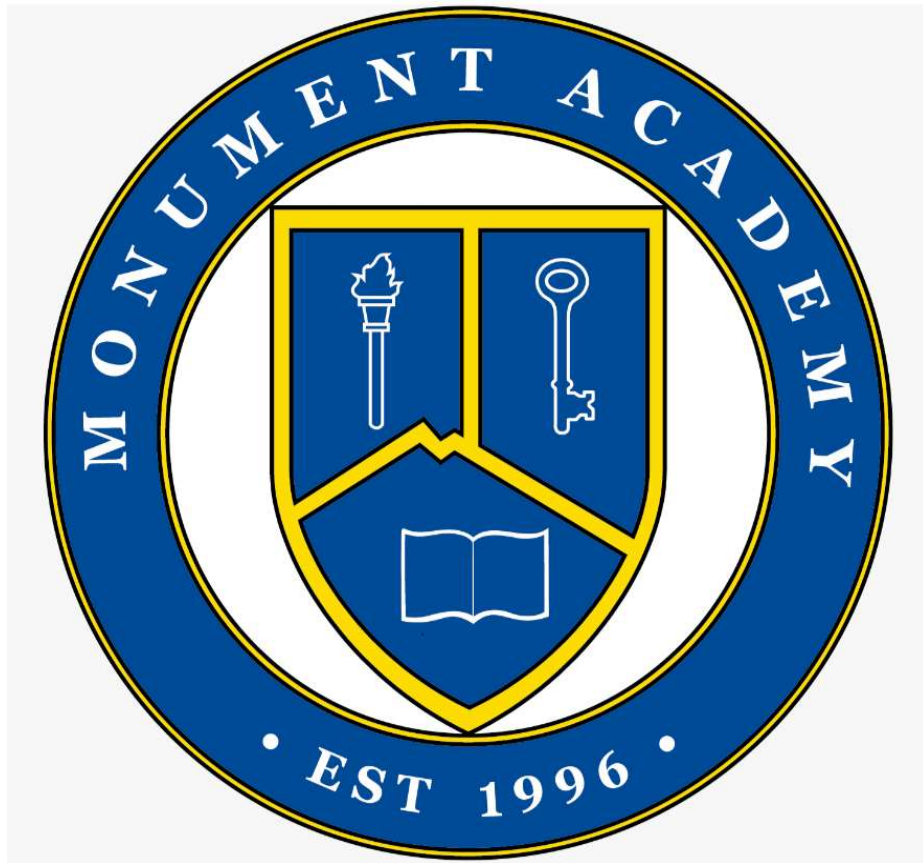
	Actuals FY 20-21	Actuals FY 21-22	Actuals FY 22-23	Adopted FY 23-24	Change	Mid-Yr FY 23-24
<b>Beginning Fund Balance</b>						
Fund Balance	6,904,511	1,903,861	1,180,688	1,200,000	0	1,200,000
<b>Total Beginning Fund Balance</b>	6,904,511	1,903,861	1,180,688	1,200,000	0	1,200,000
<b>Revenues</b>						
Local Revenue	4,989	728,565	1,785,741	1,850,000	0	1,850,000
State Revenue	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0
<b>Total Revenues</b>	4,989	728,565	1,785,741	1,850,000	0	1,850,000
<b>Total Resources Available</b>	6,909,500	2,632,426	2,966,429	3,050,000	0	3,050,000
<b>Expenditures</b>						
011X Salaries	0	0	0	0	0	0
02XX Employee Benefits	0	0	0	0	0	0
03XX Professional Services	392	13	2,595	1,000	2,000	3,000
04XX Property Services	0	0	0	0	0	0
05XX Other Services	0	0	0	0	0	0
06XX Supplies & Materials	0	0	0	0	0	0
07XX Equipment	3,553,810	0	0	0	0	0
08XX Other Objects	1,451,437	1,451,725	1,451,438	1,428,500	0	1,428,500
09XX Other Uses	0	0	380,000	405,000	0	405,000
<b>Total Expenditures</b>	5,005,639	1,451,738	1,834,033	1,834,500	2,000	1,836,500
<b>Surplus/(Deficit)</b>	<b>(5,000,650)</b>	<b>(723,173)</b>	<b>(48,292)</b>	15,500	<b>(2,000)</b>	13,500
<b>Fund Balances</b>						
Fund Balance	1,903,861	1,180,688	1,132,396	1,215,500	(2,000)	1,213,500
<b>Total Ending Fund Balance</b>	1,903,861	1,180,688	1,132,396	1,215,500	(2,000)	1,213,500
<b>Total Expenditures &amp; Fund Balance</b>				3,050,000	0	3,050,000
<b>Total Appropriation</b>				<b>\$ 3,050,000</b>		<b>\$3,050,000</b>



**Monument Academy****Mid-Yr Budget****Pupil Activity Fund****FY 2023/24**

	<b>Actuals FY 20-21</b>	<b>Actuals FY 21-22</b>	<b>Actuals FY 22-23</b>	<b>Adopted FY 23-24</b>	<b>Change</b>	<b>Mid-Yr FY 23-24</b>
<b>Beginning Fund Balance</b>						
Fund Balance	81,477	98,882	123,144	200,000	(90,000)	110,000
<b>Total Beginning Fund Balance</b>	81,477	98,882	123,144	200,000	(90,000)	110,000
<b>Revenues</b>						
Local Revenue	88,283	326,423	279,226	250,000	50,000	300,000
State Revenue	0	0	0	0	0	0
Allocations from General Fund	0	0	0	0	0	0
<b>Total Revenues</b>	88,283	326,423	279,226	250,000	50,000	300,000
<b>Total Resources Available</b>	169,760	425,305	402,370	450,000	(40,000)	410,000
<b>Expenditures</b>						
03XX Professional Services	0	0	0	0	0	0
04XX Property Services	0	0	0	0	0	0
05XX Other Services	0	0	0	0	0	0
06XX Supplies & Materials	70,878	302,161	291,886	250,000	50,000	300,000
07XX Equipment	0	0	0	0	0	0
08XX Other Objects	0	0	0	0	0	0
09XX Other Uses	0	0	0	0	0	0
<b>Total Expenditures</b>	70,878	302,161	291,886	250,000	50,000	300,000
<b>Surplus/(Deficit)</b>	17,405	24,262	(12,660)	0	0	0
<b>Fund Balances</b>						
Fund Balance	98,882	123,144	110,484	200,000	(90,000)	110,000
<b>Total Ending Fund Balance</b>	98,882	123,144	110,484	200,000	(90,000)	110,000
<b>Total Expenditures &amp; Fund Balance</b>				450,000	(40,000)	410,000
<b>Fund Balance, End of Year</b>				\$ -	\$ -	\$ -
<b>Total Appropriation</b>				<b>\$450,000</b>		<b>\$410,000</b>

# Supplemental Information



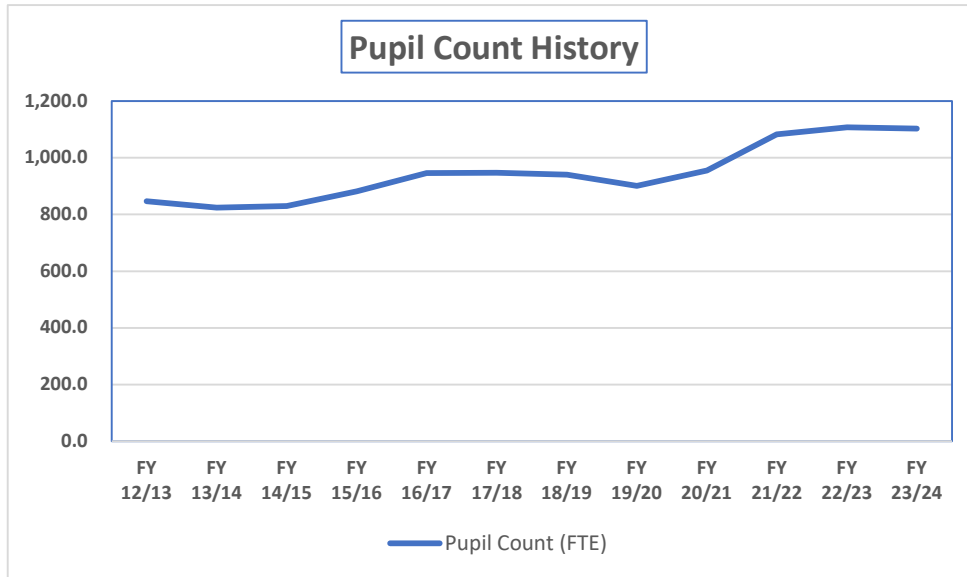
# Monument Academy

## Mid-Yr Budget

### Pupil Count History

FY 2023/24

Fiscal Year	Pupil Count (FTE)	Pupil Count Chg
FY 23/24 (Proj)	1,103.0	(4.5)
FY 22/23	1,107.5	24.5
FY 21/22	1,083.0	128.0
FY 20/21	955.0	54.0
FY 19/20	901.0	(40.0)
FY 18/19	941.0	(6.0)
FY 17/18	947.0	1.0
FY 16/17	946.0	64.0
FY 15/16	882.0	52.0
FY 14/15	830.0	6.0
FY 13/14	824.0	(22.0)
FY 12/13	846.0	N/A



**Monument Academy**  
Mid-Yr Budget  
Debt Amortization Schedule  
FY 2023/24

Pymt Date	Charter Refunding Bonds - 2014			Charter Bonds - 2019			Totals		
	Principal	Interest	Balance	Principal	Interest	Balance	Principal	Interest	Balance
4/1/2015		159,725.63	14,265,000.00					159,725.63	14,265,000.00
10/1/2015	215,000.00	281,868.75	14,050,000.00				215,000.00	281,868.75	14,050,000.00
4/1/2016		279,718.75	14,050,000.00					279,718.75	14,050,000.00
10/1/2016	370,000.00	279,718.75	13,680,000.00				370,000.00	279,718.75	13,680,000.00
4/1/2017		276,018.75	13,680,000.00					276,018.75	13,680,000.00
10/1/2017	380,000.00	276,018.75	13,300,000.00				380,000.00	276,018.75	13,300,000.00
4/1/2018		270,318.75	13,300,000.00					270,318.75	13,300,000.00
10/1/2018	390,000.00	270,318.75	12,910,000.00				390,000.00	270,318.75	12,910,000.00
4/1/2019		264,468.75	12,910,000.00			28,950,000.00		264,468.75	41,860,000.00
10/1/2019	400,000.00	264,468.75	12,510,000.00		572,517.26	28,950,000.00	400,000.00	836,986.01	41,460,000.00
4/1/2020		256,468.75	12,510,000.00		725,718.75	28,950,000.00	0.00	982,187.50	41,460,000.00
10/1/2020	415,000.00	256,468.75	12,095,000.00		725,718.75	28,950,000.00	415,000.00	982,187.50	41,045,000.00
4/1/2021		248,168.75	12,095,000.00		725,718.75	28,950,000.00	0.00	973,887.50	41,045,000.00
10/1/2021	435,000.00	248,168.75	11,660,000.00		725,718.75	28,950,000.00	435,000.00	973,887.50	40,610,000.00
4/1/2022		239,468.75	11,660,000.00		725,718.75	28,950,000.00	0.00	965,187.50	40,610,000.00
10/1/2022	450,000.00	239,468.75	11,210,000.00		725,718.75	28,950,000.00	450,000.00	965,187.50	40,160,000.00
4/1/2023		230,468.75	11,210,000.00	380,000.00	725,718.75	28,570,000.00	380,000.00	956,187.50	39,780,000.00
10/1/2023	470,000.00	230,468.75	10,740,000.00		714,250.00	28,570,000.00	470,000.00	944,718.75	39,310,000.00
4/1/2024		221,068.75	10,740,000.00	405,000.00	714,250.00	28,165,000.00	405,000.00	935,318.75	38,905,000.00
10/1/2024	490,000.00	221,068.75	10,250,000.00		704,125.00	28,165,000.00	490,000.00	925,193.75	38,415,000.00
4/1/2025		211,268.75	10,250,000.00	425,000.00	704,125.00	27,740,000.00	425,000.00	915,393.75	37,990,000.00
10/1/2025	505,000.00	211,268.75	9,745,000.00		693,509.00	27,740,000.00	505,000.00	904,777.75	37,485,000.00
4/1/2026		198,643.75	9,745,000.00	27,740,000.00	693,486.00	0.00	27,740,000.00	892,129.75	9,745,000.00
10/1/2026	530,000.00	198,643.75	9,215,000.00				530,000.00	198,643.75	9,215,000.00
4/1/2027		190,031.25	9,215,000.00				0.00	190,031.25	9,215,000.00
10/1/2027	550,000.00	190,031.25	8,665,000.00				550,000.00	190,031.25	8,665,000.00
4/1/2028		180,750.00	8,665,000.00				0.00	180,750.00	8,665,000.00
10/1/2028	570,000.00	180,750.00	8,095,000.00				570,000.00	180,750.00	8,095,000.00
4/1/2029		170,418.75	8,095,000.00				0.00	170,418.75	8,095,000.00
10/1/2029	590,000.00	170,418.75	7,505,000.00				590,000.00	170,418.75	7,505,000.00
4/1/2030		159,725.00	7,505,000.00				0.00	159,725.00	7,505,000.00
10/1/2030	610,000.00	159,725.00	6,895,000.00				610,000.00	159,725.00	6,895,000.00
4/1/2031		144,475.00	6,895,000.00				0.00	144,475.00	6,895,000.00
10/1/2031	640,000.00	144,475.00	6,255,000.00				640,000.00	144,475.00	6,255,000.00
4/1/2032		128,475.00	6,255,000.00				0.00	128,475.00	6,255,000.00
10/1/2032	675,000.00	128,475.00	5,580,000.00				675,000.00	128,475.00	5,580,000.00
4/1/2033		111,600.00	5,580,000.00				0.00	111,600.00	5,580,000.00
10/1/2033	705,000.00	111,600.00	4,875,000.00				705,000.00	111,600.00	4,875,000.00
4/1/2034		97,500.00	4,875,000.00				0.00	97,500.00	4,875,000.00
10/1/2034	735,000.00	97,500.00	4,140,000.00				735,000.00	97,500.00	4,140,000.00
4/1/2035		82,800.00	4,140,000.00				0.00	82,800.00	4,140,000.00
10/1/2035	765,000.00	82,800.00	3,375,000.00				765,000.00	82,800.00	3,375,000.00
4/1/2036		67,500.00	3,375,000.00				0.00	67,500.00	3,375,000.00
10/1/2036	795,000.00	67,500.00	2,580,000.00				795,000.00	67,500.00	2,580,000.00
4/1/2037		51,600.00	2,580,000.00				0.00	51,600.00	2,580,000.00
10/1/2037	825,000.00	51,600.00	1,755,000.00				825,000.00	51,600.00	1,755,000.00
4/1/2038		35,100.00	1,755,000.00				0.00	35,100.00	1,755,000.00
10/1/2038	860,000.00	35,100.00	895,000.00				860,000.00	35,100.00	895,000.00
4/1/2039		17,900.00	895,000.00				0.00	17,900.00	895,000.00
10/1/2039	895,000.00	17,900.00	0.00				895,000.00	17,900.00	0.00
<b>Totals</b>	<b>\$14,265,000.00</b>	<b>\$8,709,506.88</b>	<b>\$22,974,506.88</b>	<b>\$28,950,000.00</b>	<b>\$9,876,293.51</b>	<b>\$38,826,293.51</b>	<b>\$43,215,000.00</b>	<b>\$18,585,800.39</b>	<b>\$61,800,800.39</b>

Monument Academy

Mid-Yr Budget

School Budgets

FY 2023/24

# School Budgets



# Monument Academy

## Budget by School (\$)

FY 2023/24

Enrollment

	586.0	399.0	118.0	1,103.00
	MA Elem	MA Middle	MA High	Total
<b>Fund Balance:</b>	790,778	0	0	790,778
<b>Revenues:</b>				
Property Taxes - MLO	360,308	245,330	72,553	678,191
Earnings on Investments	100,000	100,000	25,000	225,000
Athletic Fees	0	46,602	15,220	61,822
Instructional Materials Fees	100,160	113,715	33,630	247,505
Community Services Fees	45,000	0	22,500	67,500
Other Local Revenues	141,500	71,200	276,387	489,087
Total Local Revenues	746,968	576,847	445,290	1,769,105
Per-Pupil Funding	5,910,396	4,024,314	1,190,148	11,124,858
Capital Construction Funds	235,790	159,871	47,400	443,061
Education of the Handicapped	51,488	35,058	10,368	96,914
English Language Proficiency	10,000	0	0	10,000
READ Act Revenue	25,000	0	0	25,000
Gifted & Talented	15,000	0	0	15,000
PERA On-Behalf Payment	200,000	0	0	200,000
Other State Revenue	52,146	0	0	52,146
Total State Revenues	6,499,820	4,219,243	1,247,916	11,966,979
Other Federal Revenue	369,486	242,292	82,013	693,791
CARES Relief Funds	0	0	0	0
ESSER Relief Funds	0	0	0	0
Total Federal Revenues	369,486	242,292	82,013	693,791
<b>Total Revenues &amp; Fund Balance</b>	<b>\$8,407,052</b>	<b>\$5,038,382</b>	<b>\$1,775,219</b>	<b>\$15,220,653</b>
<b>Expenditures:</b>				
<b>Instruction (1000s)</b>				
Salaries	2,098,290	1,125,027	500,257	3,723,574
Employee Benefits	940,590	385,670	168,714	1,494,973
Purch Svcs	0	0	0	0
Other Exp	2,625	3,375	1,125	7,125
Supplies & Materials	121,300	37,125	58,805	217,230
Capital Outlay	215,000	180,000	60,000	455,000
Total Instruction	3,377,805	1,731,196	788,901	5,897,902
<b>Special Education (1700s)</b>				
Salaries	122,670	79,100	46,200	247,970
Employee Benefits	46,054	30,956	17,279	94,289
Purch Svcs	50,000	5,000	10,000	65,000
Other Exp	62,200	38,400	14,440	115,040
Supplies & Materials	5,000	500	1,000	6,500
Capital Outlay	0	0	0	0
Total Special Education	285,924	153,956	88,919	528,799
<b>Athletics/Co-Curricular (1800s)</b>				
Salaries	30,000	27,000	21,000	78,000
Employee Benefits	6,855	6,170	4,799	17,824
Purch Svcs	0	10,645	13,200	23,845
Other Exp	0	5,000	0	5,000
Supplies & Materials	0	0	6,000	6,000
Capital Outlay	0	0	0	0
	36,855	48,815	44,999	130,669
<b>Pupil Support Svcs</b>				
Salaries	129,500	39,900	93,300	262,700
Employee Benefits	47,512	14,719	33,081	95,312
Purch Svcs	0	0	0	0
Other Exp	0	0	0	0
Supplies & Materials	2,000	0	3,200	5,200
Capital Outlay	0	0	0	0
Total Pupil Services	179,012	54,619	129,581	363,212

# Monument Academy

## Budget by School (\$)

FY 2023/24

Enrollment	586.0	399.0	118.0	1,103.00
	MA Elem	MA Middle	MA High	Total

### Instr Staff Services

Salaries	241,950	0	145,600	387,550
Employee Benefits	77,688	0	45,029	122,717
Purch Svcs	45,000	159,468	0	204,468
Other Exp	0	0	0	0
Supplies & Materials	63,011	0	16,000	79,011
Capital Outlay	0	0	0	0
Total Instructional Staff Services	427,649	159,468	206,629	793,747

### General Administration

Salaries	0	0	0	0
Employee Benefits	0	0	0	0
Purch Svcs	120,500	206,839	62,550	389,889
Other Exp	214,756	0	199,960	414,716
Supplies & Materials	17,000	0	5,000	22,000
Capital Outlay	0	0	0	0
Dues & Fees	8,000	0	500	8,500
Total General Administration	360,256	206,839	268,010	835,105

### School Administration

Salaries	329,780	250,700	176,725	757,205
Employee Benefits	107,279	79,130	56,625	243,034
Purch Svcs	5,000	0	5,000	10,000
Other Exp	0	0	0	0
Supplies & Materials	5,000	2,500	5,000	12,500
Capital Outlay	0	0	0	0
Dues & Fees	1,000	1,000	1,000	3,000
Total School Administration	448,059	333,330	244,350	1,025,739

### Business Services

Salaries	103,725	0	23,500	127,225
Employee Benefits	26,224	0	7,611	33,835
Purch Svcs	91,285	59,439	45,407	196,131
Other Exp	0	0	0	0
Supplies & Materials	4,000	0	500	4,500
Capital Outlay	0	0	0	0
Total Business Services	225,234	59,439	77,018	361,691

### Facilities

Salaries	81,800	0	58,800	140,600
Employee Benefits	28,773	0	25,757	54,530
Purch Svcs	10,500	1,890,120	14,300	1,914,920
Purch Property Svcs	1,217,293	0	20,000	1,237,293
Other Exp	25,000	0	2,142,246	2,167,246
Supplies & Materials	122,000	0	102,000	224,000
Capital Outlay	1,112,000	0	86,000	1,198,000
Capital Lease	0	0	0	0
Total Facilities	2,597,365	1,890,120	2,449,103	6,936,589

### Central Services

Salaries	188,300	0	69,400	257,700
Employee Benefits	63,549	0	25,185	88,734
Purch Svcs	103,044	149,857	42,590	295,491
Other Exp	67,000	0	41,000	108,000
Supplies & Materials	42,000	0	15,000	57,000
Capital Outlay	5,000	0	1,000	6,000
Total Central Services	468,893	149,857	194,175	812,925

# **Monument Academy**

## **Budget by School (\$)**

**FY 2023/24**

Enrollment	586.0	399.0	118.0	1,103.00
	MA Elem	MA Middle	MA High	Total

### **Middle School Allocations**

Instructional Staff Services (2200's)			(159,468)	(159,468)
General Administration (2300's)			(206,839)	(206,839)
Business Services (2500's)			(59,439)	(59,439)
Facilities & Operations (2600's)			(1,890,120)	(1,890,120)
Central Services			(149,857)	(149,857)
Total Middle School Allocations	0	0	(2,465,724)	(2,465,724)

### **Total Budget**

<b>\$8,407,052</b>	<b>\$4,787,640</b>	<b>\$2,025,961</b>	<b>\$15,220,653</b>
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### **Net Income (Deficit)**

<b>\$0</b>	<b>\$250,742</b>	<b>-\$250,742</b>	<b>\$0</b>
West	East	(0)	

Summary by Object	MA Elem	MA Middle	MA High	Total
Salaries	3,326,015	1,521,727	1,134,782	5,982,524
Employee Benefits	1,344,524	516,644	384,080	2,245,248
Purch Svcs	425,329	2,481,369	193,047	3,099,745
Purch Prof Svcs	1,217,293	0	20,000	1,237,293
Other Exp	371,581	46,775	2,398,771	2,817,127
Supplies & Materials	381,311	40,125	212,505	633,941
Capital Outlay	1,332,000	180,000	147,000	1,659,000
Dues & Fees	9,000	1,000	1,500	11,500
Capital Lease	0	0	0	0
Middle School Allocations	0	0	(2,465,724)	(2,465,724)
Total Expenditures	<b>\$8,407,052</b>	<b>\$4,787,640</b>	<b>\$2,025,961</b>	<b>\$15,220,653</b>



**Monument Academy**

**Staffing by School (FTE)**

**FY 2023/24**

Enrollment	0.0	586.0	399.0	118.0	1,103.00
	MA Preschool	MA Elem	MA Middle	MA High	Total
<b>Instruction</b>					
Administrators	0.00	0.00	0.00	0.00	0.00
Teachers & Licensed Staff	3.00	37.43	22.62	9.55	72.60
Non-Teaching Professionals	0.00	0.00	0.00	0.00	0.00
Classified - School Parapro	3.00	9.20	0.00	0.00	12.20
Classified - School Admin	0.00	0.00	0.00	0.00	0.00
Classified - Facilities/Trans	0.00	0.00	0.00	0.00	0.00
Total Instruction	6.00	46.63	22.62	9.55	84.80
<b>Special Education</b>					
Administrators	0.00	0.00	0.00	0.00	0.00
Teachers & Licensed Staff	0.00	1.50	0.80	0.70	3.00
Non-Teaching Professionals	0.00	0.00	0.00	0.00	0.00
Classified - School Parapro	0.00	1.80	1.50	0.50	3.80
Classified - School Admin	0.00	0.00	0.00	0.00	0.00
Classified - Facilities/Trans	0.00	0.00	0.00	0.00	0.00
Total Special Education	0.00	3.30	2.30	1.20	6.80
<b>Pupil Support Services</b>					
Administrators	0.00	0.00	0.00	0.00	0.00
Teachers & Licensed Staff	0.00	1.30	0.50	1.50	3.30
Non-Teaching Professionals	0.00	0.00	0.00	0.00	0.00
Classified - School Parapro	0.00	1.90	0.50	0.60	3.00
Classified - School Admin	0.00	0.00	0.00	0.00	0.00
Classified - Facilities/Trans	0.00	0.00	0.00	0.00	0.00
Total Pupil Support Services	0.00	3.20	1.00	2.10	6.30
<b>Instructional Staff Services</b>					
Administrators	0.00	2.50	0.00	2.10	4.60
Teachers & Licensed Staff	0.00	1.00	0.00	0.00	1.00
Non-Teaching Professionals	0.00	0.00	0.00	0.00	0.00
Classified - School Parapro	0.00	0.50	0.00	0.00	0.50
Classified - School Admin	0.00	0.00	0.00	0.00	0.00
Classified - Facilities/Trans	0.00	0.00	0.00	0.00	0.00
Total Instructional Staff Services	0.00	4.00	0.00	2.10	6.10
<b>General Administration</b>					
Administrators	0.00	0.00	0.00	0.00	0.00
Teachers & Licensed Staff	0.00	0.00	0.00	0.00	0.00
Non-Teaching Professionals	0.00	0.00	0.00	0.00	0.00
Classified - School Parapro	0.00	0.00	0.00	0.00	0.00
Classified - School Admin	0.00	0.00	0.00	0.00	0.00
Classified - Facilities/Trans	0.00	0.00	0.00	0.00	0.00
Total General Administration	0.00	0.00	0.00	0.00	0.00
<b>School Administration</b>					
Administrators	1.10	1.90	2.00	1.00	6.00
Teachers & Licensed Staff	0.00	0.00	0.00	0.00	0.00
Non-Teaching Professionals	0.00	1.00	0.40	0.40	1.80
Classified - School Parapro	0.00	0.00	0.00	0.00	0.00
Classified - School Admin	0.00	2.80	1.50	1.50	5.80
Classified - Facilities/Trans	0.00	0.00	0.00	0.00	0.00
Total School Administration	1.10	5.70	3.90	2.90	13.60
<b>Business Support Services</b>					
Administrators	0.00	0.00	0.00	0.00	0.00
Teachers & Licensed Staff	0.00	0.00	0.00	0.00	0.00
Non-Teaching Professionals	0.10	0.45	0.00	0.40	0.95
Classified - School Parapro	0.00	0.00	0.00	0.00	0.00
Classified - School Admin	0.00	0.00	0.00	0.00	0.00
Classified - Facilities/Trans	0.00	0.00	0.00	0.00	0.00
Total Business Support Services	0.10	0.45	0.00	0.40	0.95

**Monument Academy****Staffing by School (FTE)**

FY 2023/24

Enrollment	0.0	586.0	399.0	118.0	1,103.00
	MA Preschool	MA Elem	MA Middle	MA High	Total

**Facilities**

Administrators	0.00	0.80	0.00	0.20	1.00
Teachers & Licensed Staff	0.00	0.00	0.00	0.00	0.00
Non-Teaching Professionals	0.00	0.00	0.00	0.00	0.00
Classified - School Parapro	0.00	0.00	0.00	0.00	0.00
Classified - School Admin	0.00	0.00	0.00	0.00	0.00
Classified - Facilities/Trans	0.00	1.00	0.00	2.00	3.00
Total Facilities	0.00	1.80	0.00	2.20	4.00

**Central Services**

Administrators	0.10	1.35	0.00	0.55	2.00
Teachers & Licensed Staff	0.00	0.00	0.00	0.00	0.00
Non-Teaching Professionals	0.00	1.60	0.00	0.40	2.00
Classified - School Parapro	0.00	0.00	0.00	0.00	0.00
Classified - School Admin	0.00	0.00	0.00	0.00	0.00
Classified - Facilities/Trans	0.00	0.00	0.00	0.00	0.00
Total Central Services	0.10	2.95	0.00	0.95	4.00

**Total Budget**

7.30	68.03	29.82	21.40	126.55
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**Total by Employee Category**

Administrators	1.20	6.55	2.00	3.85	13.60
Teachers & Licensed Staff	3.00	41.23	23.92	11.75	79.90
Non-Teaching Professionals	0.10	3.05	0.40	1.20	4.75
Classified - School Parapro	3.00	13.40	2.00	1.10	19.50
Classified - School Admin	0.00	2.80	1.50	1.50	5.80
Classified - Facilities/Trans	0.00	1.00	0.00	2.00	3.00
Total Employees	7.30	68.03	29.82	21.40	126.55

**Monument Academy**  
**Monument Academy Elementary**  
**Budget by School (\$)**  
**FY 2023/24**

Enrollment	FY 21/22 Audit	FY 22/23 Budget	FY 23/24 Budget
586.0			
<b>Fund Balance</b>	0	0	790,778
<b>Revenues</b>			
Property Taxes - MLO	362,628	359,375	360,308
Bond R&R Funds (Trust)	0	0	0
Earnings on Investments	9,044	15,916	100,000
Instructional Materials Fees	91,041	104,375	100,160
Community Services Fees	30,000	30,000	45,000
Other Local Revenues	92,301	37,000	141,500
<b>Total Local Revenues</b>	585,014	546,666	746,968
Per-Pupil Funding	5,319,729	5,698,628	5,910,396
Capital Construction Funds	259,319	212,500	235,790
Education of the Handicapped	0	0	51,488
English Language Proficiency	0	9,847	10,000
READ Act Revenue	24,925	25,044	25,000
Gifted & Talented	0	13,749	15,000
On-Behalf Payment	0	0	200,000
Other State Revenue	0	0	52,146
<b>Total State Revenues</b>	5,603,973	5,959,768	6,499,820
Other Federal Revenue	3,514	13,000	369,486
CARES Relief Funds	0	0	0
ESSER Relief Funds	314,672	0	0
<b>Total Federal Revenues</b>	318,186	13,000	369,486
<b>Total Resources</b>	\$6,507,173	\$6,519,434	\$8,407,052
<b>Instruction (1000s)</b>			
Salaries	1,659,801	1,842,764	2,098,290
Employee Benefits	609,032	656,379	940,590
Purch Svcs	96,627	53,550	0
Other Exp	876	2,625	2,625
Supplies & Materials	131,249	115,401	121,300
Capital Outlay	0	27,289	215,000
<b>Total Instruction</b>	2,497,585	2,698,007	3,377,805
<b>Special Education (1700s)</b>			
Salaries	106,025	136,723	122,670
Employee Benefits	45,607	52,746	46,054
Purch Svcs	48,165	45,000	50,000
Other Exp	368	625	62,200
Supplies & Materials	1,220	4,836	5,000
Capital Outlay	0	0	0
<b>Total Special Education</b>	201,385	239,931	285,924
<b>Athletics/Co-Curricular (1800s)</b>			
Salaries	1,750	25,711	30,000
Employee Benefits	665	6,247	6,855
Purch Svcs	0	0	0
Other Exp	0	0	0
Supplies & Materials	0	0	0
Capital Outlay	0	0	0
<b>Total Athletics/Cocurricular</b>	2,415	31,958	36,855

**Monument Academy**  
**Monument Academy Elementary**  
**Budget by School (\$)**  
**FY 2023/24**

Enrollment	FY 21/22	FY 22/23	FY 23/24
586.0	Audit	Budget	Budget
<b>Pupil Support Svcs</b>			
Salaries	60,286	169,205	129,500
Employee Benefits	15,665	46,838	47,512
Purch Svcs	11,781	36,000	0
Other Exp	0	0	0
Supplies & Materials	1,691	2,901	2,000
Capital Outlay	0	0	0
Total Pupil Services	89,423	254,944	179,012
<b>Instr Staff Services</b>			
Salaries	80,145	95,285	241,950
Employee Benefits	25,904	27,749	77,688
Purch Svcs	0	4,000	45,000
Other Exp	0	0	0
Supplies & Materials	19,857	14,144	63,011
Capital Outlay	0	0	0
Total Instructional Staff Services	125,906	141,178	427,649
<b>General Administration</b>			
Salaries	67,200	67,073	0
Employee Benefits	18,597	18,667	0
Purch Svcs	65,718	34,361	120,500
Other Exp	352,696	365,842	214,756
Supplies & Materials	3,507	5,078	17,000
Capital Outlay	0	0	0
Dues & Fees	0	0	8,000
Total General Administration	507,718	491,021	360,256
<b>School Administration</b>			
Salaries	234,728	355,339	329,780
Employee Benefits	86,908	116,617	107,279
Purch Svcs	38,243	5,500	5,000
Other Exp	29,346	37,500	0
Supplies & Materials	0	97	5,000
Capital Outlay	0	0	0
Dues & Fees	8,940	7,500	1,000
Total School Administration	398,165	522,553	448,059
<b>Business Services</b>			
Salaries	138,330	110,045	103,725
Employee Benefits	38,809	35,167	26,224
Purch Svcs	9,883	9,838	91,285
Other Exp	0	0	0
Supplies & Materials	0	242	4,000
Capital Outlay	0	0	0
Total Business Services	187,022	155,292	225,234

**Monument Academy**  
**Monument Academy Elementary**  
**Budget by School (\$)**  
**FY 2023/24**

Enrollment	FY 21/22	FY 22/23	FY 23/24
586.0	Audit	Budget	Budget
<b>Facilities/Transportation/Security</b>			
Salaries	106,773	89,780	81,800
Employee Benefits	30,322	25,806	28,773
Purch Svcs	6,750	7,050	10,500
Other Exp	27,397	24,000	25,000
Purch Prof Svcs/Utilities	1,169,970	1,177,426	1,217,293
Supplies & Materials	144,384	125,565	122,000
Capital Outlay	2,664	25,500	1,112,000
Capital Lease	0	0	0
Total Facilities	1,488,260	1,475,127	2,597,365
<b>Central Services</b>			
Salaries	2,583	22,537	188,300
Employee Benefits	7,150	12,130	63,549
Purch Svcs	32,601	46,000	103,044
Other Exp	57,411	63,500	67,000
Supplies & Materials	25,552	22,000	42,000
Capital Outlay	48,834	50,000	5,000
Total Central Services	174,131	216,167	468,893
<b>Total Expenditures</b>	<b>\$5,672,010</b>	<b>\$6,226,178</b>	<b>\$8,407,052</b>
<b>Net Income</b>	<b>\$835,163</b>	<b>\$293,256</b>	<b>(\$0)</b>
<b>Summary by Object</b>			
Salaries	2,457,621	2,914,462	3,326,015
Employee Benefits	878,659	998,346	1,344,524
Purch Svcs	309,768	241,299	425,329
Purch Prof Svcs	1,169,970	1,177,426	1,217,293
Other Exp	468,094	494,092	371,581
Supplies & Materials	327,460	290,264	381,311
Capital Outlay	51,498	102,789	1,332,000
Dues & Fees/Capital Lease	8,940	7,500	9,000
Total Expenditures by Object	<b>\$5,672,010</b>	<b>\$6,226,178</b>	<b>\$8,407,052</b>

**Monument Academy**  
**Monument Academy Middle**  
**Budget by School (\$)**  
**FY 2023/24**

Enrollment		FY 21/22	FY 22/23	FY 23/24
402.0		Audit	Budget	Budget
<b>Revenues</b>				
Property Taxes - MLO				245,330
Tuition				0
Earnings on Investments				100,000
Athletic Fees				46,602
Instructional Materials Fees				113,715
Community Services Fees				0
Other Local Revenues				71,200
Total Local Revenues		0	0	576,847
Per-Pupil Funding				4,024,314
Capital Construction Funds				159,871
Exceptional Children Ed Act (ECEA) Revenue				35,058
English Language Proficiency				0
READ Act Revenue				0
Gifted & Talented				0
On-Behalf Payment				0
Other State Revenue				0
Total State Revenues		0	0	4,219,243
Other Federal Revenue				180,000
CARES Relief Funds				0
ESSER Relief Funds				62,292
Total Federal Revenues		0	0	242,292
<b>Total Resources</b>		\$0	\$0	\$5,038,382
<b>Instruction (1000s)</b>				
Salaries			746,630	1,125,027
Employee Benefits			74,100	385,670
Purch Svcs			0	0
Other Exp			0	3,375
Supplies & Materials			24,000	37,125
Capital Outlay			0	180,000
Total Instruction		0	844,730	1,731,196
<b>Special Education (1700s)</b>				
Salaries				79,100
Employee Benefits				30,956
Purch Svcs				5,000
Other Exp				38,400
Supplies & Materials				500
Capital Outlay				0
Total Special Education		0	0	153,956
<b>Athletics/Co-Curricular (1800s)</b>				
Salaries				27,000
Employee Benefits				6,170
Purch Svcs				10,645
Other Exp				5,000
Supplies & Materials				0
Capital Outlay				0
Total Athletics/Cocurricular		0	0	48,815

**Monument Academy**  
**Monument Academy Middle**  
**Budget by School (\$)**  
**FY 2023/24**

Enrollment	FY 21/22 Audit	FY 22/23 Budget	FY 23/24 Budget
402.0			
<b>Pupil Support Svcs</b>			
Salaries			39,900
Employee Benefits			14,719
Purch Svcs			0
Other Exp			0
Supplies & Materials			0
Capital Outlay			0
Total Pupil Services	0	0	54,619
<b>Instr Staff Services</b>			
Salaries			
Employee Benefits			
Purch Svcs			159,468
Other Exp			
Supplies & Materials			
Capital Outlay			
Total Instructional Staff Services	0	0	159,468
<b>General Administration</b>			
Salaries			
Employee Benefits			
Purch Svcs			206,839
Other Exp			
Supplies & Materials			
Capital Outlay			
Total General Administration	0	0	206,839
<b>School Administration</b>			
Salaries			250,700
Employee Benefits			79,130
Purch Svcs			0
Other Exp			0
Supplies & Materials			2,500
Capital Outlay			0
Dues & Fees			1,000
Total School Administration	0	0	333,330
<b>Business Services</b>			
Salaries			
Employee Benefits			
Purch Svcs			59,439
Other Exp			
Supplies & Materials			
Capital Outlay			
Total Business Services	0	0	59,439
<b>Facilities</b>			
Salaries			
Employee Benefits			

**Monument Academy**  
**Monument Academy Middle**  
**Budget by School (\$)**  
**FY 2023/24**

Enrollment	FY 21/22 Audit	FY 22/23 Budget	FY 23/24 Budget
<b>402.0</b>			
Purch Svcs			1,890,120
Other Exp			
Purch Prof Svcs/Utilities			
Supplies & Materials			
Capital Outlay			
Total Facilities	0	0	1,890,120
<b>Central Services</b>			
Salaries			
Employee Benefits			
Purch Svcs			149,857
Other Exp			
Supplies & Materials			
Capital Outlay			
Total Central Services	0	0	149,857
<b>Total Expenditures</b>	\$0	\$844,730	\$4,787,640
<b>Net Income</b>			<b>\$250,742</b>
<b>Summary by Object</b>			
Salaries	0	746,630	1,521,727
Employee Benefits	0	74,100	516,644
Purch Svcs	0	0	2,481,369
Purch Prof Svcs	0	0	0
Other Exp	0	0	46,775
Supplies & Materials	0	24,000	40,125
Capital Outlay	0	0	180,000
Dues & Fees	0	0	1,000
Total Expenditures by Object	\$0	\$844,730	\$4,787,640



**Monument Academy****Monument Academy High****Budget by School (\$)****FY 2023/24**

<b>Enrollment</b>		<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>
<b>141</b>		<b>Audit</b>	<b>Budget</b>	<b>Budget</b>
<b>Revenues</b>				
Property Taxes - MLO		266,339	301,875	72,553
Tuition		0	0	0
Earnings on Investments		6,723	11,176	25,000
Athletic Fees		0	0	15,220
Instructional Materials Fees		127,364	149,625	33,630
Community Services Fees		0	0	22,500
Other Local Revenues		65,936	343,000	276,387
Total Local Revenues		466,362	805,676	445,290
Per-Pupil Funding		3,915,479	4,786,848	1,190,148
Capital Construction Funds		0	178,500	47,400
Education of the Handicapped		0	0	10,368
English Language Proficiency		0	0	0
READ Act Revenue		0	0	0
Gifted & Talented		0	0	0
On-Behalf Payment		0	0	0
Other State Revenue		154,893	0	0
Total State Revenues		4,070,372	4,965,348	1,247,916
Other Federal Revenue		0	0	82,013
CARES Relief Funds		0	0	0
ESSER Relief Funds		284,890	0	0
Total Federal Revenues		284,890	0	82,013
<b>Total Resources</b>		<b>\$4,821,624</b>	<b>\$5,771,024</b>	<b>\$1,775,219</b>
<b>Instruction (1000s)</b>				
Salaries		453,417	1,360,574	500,257
Employee Benefits		148,775	486,031	168,714
Purch Svcs		0	6,500	0
Other Exp		412	3,125	1,125
Supplies & Materials		159,196	98,825	58,805
Capital Outlay		0	0	60,000
Total Instruction		761,800	1,955,056	788,901
<b>Special Education (1700s)</b>				
Salaries		176,354	110,878	46,200
Employee Benefits		55,886	36,946	17,279
Purch Svcs		6,646	45,000	10,000
Other Exp		246	625	14,440
Supplies & Materials		1,101	4,169	1,000
Capital Outlay		0	0	0
Total Special Education		240,233	197,618	88,919
<b>Athletics/Co-Curricular (1800s)</b>				
Salaries		37,500	20,289	21,000
Employee Benefits		40,342	22,721	4,799
Purch Svcs		0	0	13,200
Other Exp		0	0	0
Supplies & Materials		0	0	6,000
Capital Outlay		0	0	0

**Monument Academy****Monument Academy High****Budget by School (\$)****FY 2023/24**

<b>Enrollment</b>	<b>FY 21/22 Audit</b>	<b>FY 22/23 Budget</b>	<b>FY 23/24 Budget</b>
<b>141</b>			
Total Athletics/Cocurricular	77,842	43,009	44,999

**Pupil Support Svcs**

Salaries	96,093	97,060	93,300
Employee Benefits	25,556	29,649	33,081
Purch Svcs	0	20,000	0
Other Exp	0	0	0
Supplies & Materials	1,243	3,034	3,200
Capital Outlay	0	0	0
Total Pupil Services	122,892	149,743	129,581

**Instr Staff Services**

Salaries	41,839	31,905	145,600
Employee Benefits	9,281	7,290	45,029
Purch Svcs	0	4,000	0
Other Exp	0	0	0
Supplies & Materials	10,326	14,501	16,000
Capital Outlay	0	0	0
Total Instructional Staff Services	61,446	57,696	206,629

**General Administration**

Salaries	52,800	52,927	0
Employee Benefits	14,612	14,730	0
Purch Svcs	46,317	27,263	62,550
Other Exp	260,174	301,282	199,960
Supplies & Materials	1,058	4,377	5,000
Capital Outlay	0	0	0
Dues & Fees	0	0	500
Total General Administration	374,961	400,579	268,010

**School Administration**

Salaries	275,513	392,790	176,725
Employee Benefits	80,733	123,766	56,625
Purch Svcs	40,137	5,500	5,000
Other Exp	18,373	37,500	0
Supplies & Materials	0	83	5,000
Capital Outlay	0	0	0
Dues & Fees	6,348	5,700	1,000
Total School Administration	421,104	565,339	244,350

**Business Services**

Salaries	116,916	86,835	23,500
Employee Benefits	32,075	27,750	7,611
Purch Svcs	8,888	11,400	45,407
Other Exp	0	0	0
Supplies & Materials	0	207	500
Capital Outlay	0	0	0
Total Business Services	157,879	126,192	77,018

**Monument Academy****Monument Academy High****Budget by School (\$)****FY 2023/24**

<b>Enrollment</b>		<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>
<b>141</b>		<b>Audit</b>	<b>Budget</b>	<b>Budget</b>
<b>Facilities &amp; Transportation</b>				
Salaries		71,261	82,920	58,800
Employee Benefits		15,991	24,238	25,757
Purch Svcs		15,935	6,800	14,300
Other Exp		23,120	25,000	20,000
Purch Prof Svcs/Utilities		714,058	2,145,998	2,142,246
Supplies & Materials		109,111	105,504	102,000
Capital Outlay		108,173	65,000	86,000
Total Facilities & Transportation		1,057,649	2,455,460	2,449,103
<b>Central Services</b>				
Salaries		25,268	17,783	69,400
Employee Benefits		6,214	7,783	25,185
Purch Svcs		32,599	46,000	42,590
Other Exp		36,745	37,916	41,000
Supplies & Materials		18,569	60,000	15,000
Capital Outlay		43,631	5,000	1,000
Total Central Services		163,026	174,483	194,175
<b>Middle School Allocations</b>				
Instructional Staff Services (2200's)				(159,468)
General Administration (2300's)				(206,839)
Business Services (2500's)				(59,439)
Facilities & Operations (2600's)				(1,890,120)
Central Services				(149,857)
Total Middle School Allocations		0	0	(2,465,724)
<b>Total Expenditures</b>		<b>\$3,438,832</b>	<b>\$6,125,175</b>	<b>\$2,025,961</b>
<b>Net Income</b>		<b>\$1,382,792</b>	<b>(\$354,151)</b>	<b>(\$250,742)</b>
<b>Summary by Object</b>				
Salaries		1,346,961	2,253,961	1,134,782
Employee Benefits		429,465	780,904	384,080
Purch Svcs		150,522	172,463	193,047
Purch Prof Svcs		714,058	2,145,998	2,142,246
Other Exp		339,070	405,448	276,525
Supplies & Materials		300,604	290,700	212,505
Capital Outlay		151,804	70,000	147,000
Dues & Fees		6,348	5,700	1,500
Middle School Allocations		0	0	(2,465,724)
Total Expenditures by Object		\$3,438,832	\$6,125,175	\$2,025,961

## FY2023-2024 UNIFORM BUDGET SUMMARY

<b>Monument Academy Charter School</b> <b>District Code: El Paso Cty, Lewis Palmer D-38</b> <b>Adopted Budget</b> <b>Adopted: May 25, 2023</b> <b>Budgeted Pupil Count: 1,219.5</b>							
	<b>Object Source</b>	<b>11 Charter School Fund</b>	<b>26 Preschool Fund</b>	<b>23 Pupil Activity</b>	<b>52 Building Corp</b>	<b>53 Foundation</b>	<b>TOTAL</b>
<b>Beginning Fund Balance</b>		3,280,000	100,000	110,000	1,600,000	1,200,000	9,570,000
<b>Revenues</b>							
Local Sources	1000 - 1999	1,769,105	536,600	300,000	925,000	1,850,000	7,149,810
Intermediate Sources	2000 - 2999						-
State Sources	3000 - 3999	11,966,979		-			23,933,958
Federal Sources	4000 - 4999	693,791					1,387,582
<b>Total Revenues</b>		14,429,875	536,600	300,000	925,000	1,850,000	32,471,351
<b>Total Beginning Fund Balance and Reserves</b>		17,709,875	636,600	410,000	2,525,000	3,050,000	42,041,351
Total Allocations To/From Other Funds	5800		-				-
Transfers To/From Other Funds	5200 - 5300						-
Other Sources	5500,5900,						-
<b>Available Beginning Fund Balance &amp;</b>		17,709,875	636,600	410,000	2,525,000	3,050,000	42,041,351
<b>Expenditures</b>							
<b>Instruction - Program 0010 to 2099</b>							
Salaries	0100	4,049,544	197,750				8,296,837
Employee Benefits, including object 0280	0200	1,607,086	76,587				3,290,759
Purchased Services	0500	216,010	45,000	-			477,020
Supplies and Materials	0600	229,730	32,000	300,000			791,460
Property	0700	455,000	33,000	-			943,000
Other	0800, 0900	-	-	-			-
<b>Total Instruction</b>		6,557,370	384,337	300,000	-	-	13,799,076
<b>Supporting Services</b>							
<b>Students - Program 2100</b>							
Salaries	0100	262,700					525,400
Employee Benefits, including object 0280	0200	95,312					190,624
Purchased Services	0500	-					-
Supplies and Materials	0600	5,200					10,400
Property	0700	-					-
Other	0800, 0900	-					-
<b>Total Students</b>		363,212	-	-	-	-	726,424
<b>Instructional Staff - Program 2200</b>							
Salaries	0100	387,550					775,100
Employee Benefits, including object 0280	0200	122,717					245,435
Purchased Services	0500	45,000					90,000
Supplies and Materials	0600	79,011					158,022
Property	0700	-					-
Other	0800, 0900	-	-				-
<b>Total Instructional Staff</b>		634,278	-	-	-	-	1,268,557
<b>General Administration - Program 2300,</b>							
Salaries	0100	-					-
Employee Benefits, including object 0280	0200	-					-
Purchased Services	0500	597,766					1,195,532
Supplies and Materials	0600	22,000					44,000
Property	0700	-					-
Other	0800, 0900	8,500					17,000
<b>Total School Administration</b>		628,266	-	-	-	-	1,256,532
<b>School Administration - Program 2400</b>							
Salaries	0100	757,205	93,300				1,607,710
Employee Benefits, including object 0280	0200	243,034	28,599				514,666
Purchased Services	0500	10,000					20,000
Supplies and Materials	0600	12,500					25,000
Property	0700	-					-
Other	0800, 0900	3,000	47,250				53,250
<b>Total School Administration</b>		1,025,739	169,149	-	-	-	2,220,626
<b>Business Services - Program 2500, including</b>							
Salaries	0100	127,225					254,450
Employee Benefits, including object 0280	0200	33,835					67,670
Purchased Services	0500	136,692					273,384
Supplies and Materials	0600	4,500					9,000
Property	0700	-					-
Other	0800, 0900	-					-
<b>Total Business Services</b>		302,252	-	-	-	-	604,504
<b>Operations and Maintenance - Program 2600</b>							
Salaries	0100	140,600					281,200
Employee Benefits, including object 0280	0200	54,530					109,060
Purchased Services	0500	3,429,339					6,858,677
Supplies and Materials	0600	224,000					448,000
Property	0700	1,198,000					2,396,000
Other	0800, 0900	-					-
<b>Total Operations and Maintenance</b>		5,046,469	-	-	-	-	10,092,937
<b>Student Transportation - Program 2700</b>							
Salaries	0100	-					-
Employee Benefits, including object 0280	0200	-					-
Purchased Services	0500	-					-
Supplies and Materials	0600	-					-
Property	0700	-					-
Other	0800, 0900	-					-
<b>Total Student Transportation</b>		-	-	-	-	-	-

## FY2023-2024 UNIFORM BUDGET SUMMARY

<b>Monument Academy Charter School</b> <b>District Code: El Paso Cty, Lewis Palmer D-38</b> <b>Adopted Budget</b> <b>Adopted: May 25, 2023</b>								
<b>Budgeted Pupil Count: 1,219.5</b>		<b>Object Source</b>	<b>11 Charter School Fund</b>	<b>26 Preschool Fund</b>	<b>23 Pupil Activity</b>	<b>52 Building Corp</b>	<b>53 Foundation</b>	<b>TOTAL</b>
<b>Central Support - Program 2800, including</b>								
Salaries	0100	257,700						515,400
Employee Benefits, including object 0280	0200	88,734						177,468
Purchased Services	0500	253,634				5,000	3,000	515,269
Supplies and Materials	0600	57,000						114,000
Property	0700	6,000						12,000
Other	0800, 0900	-				921,538	1,833,500	2,755,038
<b>Total Central Support</b>		<b>663,068</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>926,538</b>	<b>1,836,500</b>	<b>4,089,175</b>
<b>Other Support - Program 2900</b>								
Salaries	0100	-						-
Employee Benefits, including object 0280	0200	-						-
Purchased Services	0500	-						-
Supplies and Materials	0600	-						-
Property	0700	-						-
Other	0800, 0900	-						-
<b>Total Other Support</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Food Service Operations - Program 3100</b>								
Salaries	0100	-						-
Employee Benefits, including object 0280	0200	-						-
Purchased Services	0500	-						-
Supplies and Materials	0600	-						-
Property	0700	-						-
Other	0800, 0900	-						-
<b>Total Other Support</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Enterprise Operations - Program 3200</b>								
Salaries	0100	-						-
Employee Benefits, including object 0280	0200	-						-
Purchased Services	0500	-						-
Supplies and Materials	0600	-						-
Property	0700	-						-
Other	0800, 0900	-						-
<b>Total Enterprise Operations</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Community Services - Program 3300</b>								
Salaries	0100	-						-
Employee Benefits, including object 0280	0200	-						-
Purchased Services	0500	-						-
Supplies and Materials	0600	-						-
Property	0700	-						-
Other	0800, 0900	-						-
<b>Total Community Services</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Education for Adults - Program 3400</b>								
Salaries	0100	-						-
Employee Benefits, including object 0280	0200	-						-
Purchased Services	0500	-						-
Supplies and Materials	0600	-						-
Property	0700	-						-
Other	0800, 0900	-						-
<b>Total Education for Adults Services</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Supporting Services</b>		<b>8,663,284</b>	<b>169,149</b>	<b>-</b>	<b>926,538</b>	<b>1,836,500</b>		<b>20,258,755</b>
<b>Property - Program 4000</b>								
Salaries	0100	-						-
Employee Benefits, including object 0280	0200	-						-
Purchased Services	0500	-						-
Supplies and Materials	0600	-						-
Property	0700	-						-
Other	0800, 0900	-						-
<b>Total Property</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Uses - Program 5000s - including</b>								
Salaries	0100	-						-
Employee Benefits, including object 0280	0200	-						-
Purchased Services	0500	-						-
Supplies and Materials	0600	-						-
Property	0700	-						-
Other	0800, 0900	-						-
<b>Total Other Uses</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>		<b>15,220,653</b>	<b>553,486</b>	<b>300,000</b>	<b>926,538</b>	<b>1,836,500</b>		<b>34,057,831</b>
<b>APPROPRIATED RESERVES</b>								
Other Reserved Fund Balance (9900)	0840							-
Other Restricted Reserves (932X)	0840							-
Reserved Fund Balance (9100)	0840							-
District Emergency Reserve (9315)	0840							-
Reserve for TABOR 3% (9321)	0840							-
Reserve for TABOR - Multi-Year Obligations	0840							-
<b>Total Reserves</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures and Reserves</b>		<b>15,220,653</b>	<b>553,486</b>	<b>300,000</b>	<b>926,538</b>	<b>1,836,500</b>		<b>34,057,831</b>
<b>BUDGETED ENDING FUND BALANCE</b>								
Non-spendable fund balance (9900)	6710							-
Restricted fund balance (9900)	6720			110,000	1,598,462	1,213,500		2,921,962

FY2023-2024 UNIFORM BUDGET SUMMARY

Monument Academy Charter School District Code: El Paso Cty, Lewis Palmer D-38 Adopted Budget Adopted: May 25, 2023  Budgeted Pupil Count: 1,219.5							
	Object Source	11 Charter School Fund	26 Preschool Fund	23 Pupil Activity	52 Building Corp	53 Foundation	TOTAL
TABOR 3% emergency reserve (9321)	6721	350,000					700,000
TABOR multi year obligations (9322)	6722						-
District emergency reserve (letter of credit or real	6723						-
Colorado Preschool Program (CPP) (9324)	6724						-
Risk-related / restricted capital reserve (9326)	6726						-
BEST capital renewal reserve (9327)	6727						-
Total program reserve (9328)	6728						-
Committed fund balance (9900)	6750						-
Committed fund balance (15% limit) (9200)	6750						-
Assigned fund balance (9900)	6760		83,114	-			83,114
Unassigned fund balance (9900)	6770	2,139,222					2,139,222
Net investment in capital assets (9900)	6790						-
Restricted net position (9900)	6791						-
Unrestricted net position (9900)	6792						-
Total Ending Fund Balance		2,489,222	83,114	110,000	1,598,462	1,213,500	5,844,298
Total Available Beginning Fund Balance &		-	-	-	-	-	2,139,222
Use of a portion of beginning fund balance		Yes	Yes	No	Yes	No	
		(\$790,778)	(\$16,886)	\$0	(\$1,538)	\$13,500	

**Monument Academy**  
**Adopted Budget**  
**Staffing Summary**  
**FY 23/24**

Position	EE Group	Elem	MS	HS	PK	Elementary (West)				Middle School (East)			
		FTE	FTE	FTE	FTE	Salary	Medicare	PERA	Health	Salary	Medicare	PERA	Health
<b><u>Instruction</u></b>													
Regular Education	Teacher	36.63	22.52	9.55	3.00	1,730,500	25,092	370,327	205,128	1,030,900	14,948	220,613	126,112
Instructional Aides	Classified	9.20	0.00	0.00	3.00	212,250	3,078	45,422	51,520	0	0	0	0
Gifted & Talented Education	Teacher	0.80	0.10	0.00	0.00	47,010	682	10,060	4,480	5,900	86	1,263	560
Substitute Teachers		0.00	0.00	0.00	0.00	68,040	987	14,561	0	35,440	514	7,584	0
Extra Duty Teachers		0.00	0.00	0.00	0.00	21,500	312	4,601	0	54,000	783	11,556	0
Longevity Teachers		0.00	0.00	0.00	0.00	18,990	275	4,064	0	7,224	105	1,546	0
Total Instruction		46.63	22.62	9.55	6.00	2,098,290	30,425	449,034	261,128	1,133,464	16,435	242,561	126,672
<b><u>Special Education</u></b>													
Special Education	Teacher	1.50	0.80	0.70	0.00	72,170	1,046	15,444	8,400	32,500	471	6,955	4,480
Special Education TA	Classified	1.80	1.50	0.50	0.00	48,500	703	10,379	10,080	46,600	676	9,972	8,400
		3.30	2.30	1.20	0.00	120,670	1,750	25,823	18,480	79,100	1,147	16,927	12,880
<b><u>Athletics</u></b>													
Athletic Stipends		0.00	0.00	0.00	0.00	30,000	435	6,420	0	27,000	392	5,778	0
		0.00	0.00	0.00	0.00	30,000	435	6,420	0	27,000	392	5,778	0
<b><u>Pupil Support Svcs</u></b>													
Social Worker		0.80	0.25	0.25	0.00	48,600	705	10,400	4,480	17,900	260	3,831	1,400
Counselor		0.00	0.00	1.00	0.00	10,000	145	2,140	0	0	0	0	0
Nurse		0.50	0.25	0.25	0.00	28,900	419	6,185	2,800	14,500	210	3,103	1,400
Health Tech		1.00	0.50	0.50	0.00	15,000	218	3,210	5,600	7,500	109	1,605	2,800
COTA		0.90	0.00	0.10	0.00	27,000	392	5,778	5,040	0	0	0	0
		3.20	1.00	2.10	0.00	129,500	1,878	27,713	17,920	39,900	579	8,539	5,600
<b><u>Instructional Staff Svcs</u></b>													
Librarian		1.00	0.00	0.00	0.00	46,800	679	10,015	5,600	0	0	0	0
Library Aide		0.50	0.00	0.00	0.00	12,350	179	2,643	2,800	0	0	0	0
Academics Director		0.60	0.00	0.00	0.00	53,550	776	11,460	3,360	0	0	0	0
Assessment Coordinator		0.60	0.00	0.40	0.00	42,000	609	8,988	3,360	0	0	0	0
Special Education Coord		1.00	0.00	1.00	0.00	68,250	990	14,606	5,600	0	0	0	0
Athletics Director		0.30	0.00	0.70	0.00	19,000	276	4,066	1,680	0	0	0	0
		4.00	0.00	2.10	0.00	241,950	3,508	51,777	22,400	0	0	0	0
<b><u>School Administration</u></b>													
Front Desk		1.80	1.00	1.00	0.00	59,000	856	12,626	10,080	27,500	399	5,885	5,600
Admin Asst		1.00	0.50	0.50	0.00	38,700	561	8,282	5,600	20,300	294	4,344	2,800
Registrar		1.00	0.40	0.40	0.00	68,250	990	14,606	5,600	31,700	460	6,784	2,240
Principal		0.90	1.00	1.00	1.10	88,830	1,288	19,010	5,040	97,700	1,417	20,908	5,600
Asst Principal		1.00	1.00	0.00	0.00	75,000	1,088	16,050	5,600	73,500	1,066	15,729	5,600
		5.70	3.90	2.90	1.10	329,780	4,782	70,573	31,920	250,700	3,635	53,650	21,840
<b><u>Business Services</u></b>													
Business Manager		0.45	0.00	0.40	0.10	27,825	403	5,955	2,520	0	0	0	0
Financial Asst/Registrar		0.20	0.00	0.00	0.00	15,900	231	3,403	0	0	0	0	0
Business Manager Advisor		0.00	0.00	0.00	0.00	60,000	870	12,840	0	0	0	0	0
		0.65	0.00	0.40	0.10	103,725	1,504	22,197	2,520	0	0	0	0
<b><u>Facilities Services</u></b>													
Custodian		1.00	0.00	2.00	0.00	37,800	548	8,089	5,600	0	0	0	0
Facilities Manager		0.80	0.00	0.20	0.00	44,000	638	9,416	4,480	0	0	0	0
Security Coord		0.00	0.00	0.00	0.00	0	0	0	0	0	0	0	0
		1.80	0.00	2.20	0.00	81,800	1,186	17,505	10,080	0	0	0	0
<b><u>Central Services</u></b>													
Operations Manager		0.90	0.00	0.10	0.00	70,100	1,016	15,001	5,040	0	0	0	0
Communications Mgr		0.80	0.00	0.20	0.00	33,600	487	7,190	4,480	0	0	0	0
Director HR		0.45	0.00	0.45	0.10	42,600	618	9,116	2,520	0	0	0	0
HR/Tech Professional		0.80	0.00	0.20	0.00	42,000	609	8,988	4,480	0	0	0	0
		2.95	0.00	0.95	0.10	188,300	2,730	40,296	16,520	0	0	0	0
Grand Total		68.23	29.82	21.40	7.30	\$3,324,015				\$1,530,164			
					126.75								
<b>PK</b>						<b>Preschool</b>							
<b>FTE</b>						<b>Salary</b>	<b>Medicare</b>	<b>PERA</b>	<b>Health</b>				
Teachers		2.00				97,500	1,414	20,865	11,200				
Teacher Assistants		2.00				57,800	838	12,369	11,200				
Principal		1.10				78,200	1,134	16,735	6,160				
Business Mgr		0.10				5,600	81	1,198	560				
HR Director		0.10				9,500	138	2,033	560				
		5.30				248,600	3,605	53,200	29,680				

**Monument Academy**  
**Adopted Budget**  
**Staffing Summary**  
**FY 23/24**

Position	EE Group	High School (East)				Totals			
		Salary	Medicare	PERA	Health	Salary	Medicare	PERA	Health
<u>Instruction</u>									
Regular Education	Teacher	469,700	6,811	100,516	53,480	3,231,100	46,851	691,455	384,720
Instructional Aides	Classified	0	0	0	0	212,250	3,078	45,422	51,520
Gifted & Talented Education	Teacher	0	0	0	0	52,910	767	11,323	5,040
Substitute Teachers		17,000	247	3,638	0	120,480	1,747	25,783	0
Extra Duty Teachers		13,000	189	2,782	0	88,500	1,283	18,939	0
Longevity Teachers		4,607	67	986	0	30,821	447	6,596	0
Total Instruction		504,307	7,312	107,922	53,480	3,736,061	54,173	799,517	441,280
<u>Special Education</u>									
Special Education	Teacher	30,400	441	6,506	3,920	135,070	1,959	28,905	16,800
Special Education TA	Classified	15,800	229	3,381	2,800	110,900	1,608	23,733	21,280
		46,200	670	9,887	6,720	245,970	3,567	52,638	38,080
<u>Athletics</u>									
Athletic Stipends		21,000	305	4,494	0	78,000	1,131	16,692	0
		21,000	305	4,494	0	78,000	1,131	16,692	0
<u>Pupil Support Svcs</u>									
Social Worker		17,900	260	3,831	1,400	84,400	1,224	18,062	7,280
Counselor		50,400	731	10,786	5,600	60,400	876	12,926	5,600
Nurse		14,500	210	3,103	1,400	57,900	840	12,391	5,600
Health Tech		7,500	109	1,605	2,800	30,000	435	6,420	11,200
COTA		3,000	44	642	560	30,000	435	6,420	5,600
		93,300	1,353	19,966	11,760	262,700	3,809	56,218	35,280
<u>Instructional Staff Svcs</u>									
Librarian		0	0	0	0	46,800	679	10,015	5,600
Library Aide		0	0	0	0	12,350	179	2,643	2,800
Academics Director		0	0	0	0	53,550	776	11,460	3,360
Assessment Coordinator		28,000	406	5,992	2,240	70,000	1,015	14,980	5,600
Special Education Coord		73,500	1,066	15,729	5,600	141,750	2,055	30,335	11,200
Athletics Director		44,100	639	9,437	3,920	63,100	915	13,503	5,600
		145,600	2,111	31,158	11,760	387,550	5,619	82,936	34,160
<u>School Administration</u>									
Front Desk		27,600	400	5,906	5,600	114,100	1,654	24,417	21,280
Admin Asst		20,300	294	4,344	2,800	79,300	1,150	16,970	11,200
Registrar		31,700	460	6,784	2,240	131,650	1,909	28,173	10,080
Principal		97,125	1,408	20,785	5,600	283,655	4,113	60,702	16,240
Asst Principal		0	0	0	0	148,500	2,153	31,779	11,200
		176,725	2,563	37,819	16,240	757,205	10,979	162,042	70,000
<u>Business Services</u>									
Business Manager		23,500	341	5,029	2,240	51,325	744	10,984	4,760
Financial Asst/Registrar		0	0	0	0	15,900	231	3,403	0
Business Manager Advisor		0	0	0	0	60,000	870	12,840	0
		23,500	341	5,029	2,240	127,225	1,845	27,226	4,760
<u>Facilities Services</u>									
Custodian		47,800	693	10,229	11,200	85,600	1,241	18,318	16,800
Facilities Manager		11,000	160	2,354	1,120	55,000	798	11,770	5,600
Security Coord		0	0	0	0	0	0	0	0
		58,800	853	12,583	12,320	140,600	2,039	30,088	22,400
<u>Central Services</u>									
Operations Manager		7,900	115	1,691	560	78,000	1,131	16,692	5,600
Communications Mgr		8,400	122	1,798	1,120	42,000	609	8,988	5,600
Director HR		42,600	618	9,116	2,520	85,200	1,235	18,233	5,040
HR/Tech Professional		10,500	152	2,247	1,120	52,500	761	11,235	5,600
		69,400	1,006	14,852	5,320	257,700	3,737	55,148	21,840
Grand Total		\$1,138,832				\$5,993,011			

Teachers  
Teacher Assistants  
Principal  
Business Mgr  
HR Director



# ENROLLMENT PROCESS COMPARISON

## PREVIOUS YEARS

1

### LETTER OF INTEREST (LOI)

- Preschool - High School
- Utilized Google Form
- Responses on several unlinked spreadsheets
- Manual entry of data for enrollment processing

2

### TAKE A TOUR!

- Registrars led tours
- Scheduled by Marketing Director
- Utilized Google Form

3

### WAITLIST/SEAT OFFERS

- Spreadsheets were organized by waitlist priority where families were manually entered into each category
- Records requested at end of school year

4

### ACCEPT/DECLINE SEAT

- Students processed in Infinite Campus (IC)
- School-Wide communications sent via Blackboard

## REVISED PROCESSES

1

### LETTER OF INTEREST (LOI)

- One for Preschool / One for K-12th Grade
- Revamped Google Form
- Organized data by grades
- Created personalized templates for responses
- Confirmation email sent promptly after submission received
- Built syncing spreadsheets to streamline enrollment process (free vs. using costly software)

2

### TAKE A TOUR!

- Established specific tour days/times per campus
- Led by School Tour Director/Principals/Registrars
- Revamped Google Form for tours
- Created personalized templates for tour confirmations
- Generated Tour Outline of highlighted features of schools
- Registrars inform Marketing Coordinator and Administration of new families' enrollment status

3

### WAITLIST/SEAT OFFERS

- Letter of Interest (LOI) data flows into grade tabs that have filter views for each waitlist priority
- Pre-Admission Records Request added as part of enrollment process
- Final records requested at end of school year

4

### ACCEPT/DECLINE SEAT

- Students processed in Infinite Campus (IC)
- Personalized Welcome Letter sent to each new family including pertinent school details
- School-Wide communications sent via ParentSquare

5

### EXIT INTERVIEWS FOR DECLINES

- Created for students withdrawing, declined returns, and summer declines
- Capture reasons for not returning and ways to improve

# ADDITIONAL REGISTRAR PROCESSES

## INNOVATIVE UPDATES

- Transitioned Intent to Return (ITR) to digital format
- Established spreadsheet that tracks enrollment requirements
- Created Enrollment Summary to track enrollment statistics

## SCHEDULING - GRADES

- Facilitated collection of Middle School course requests in IC
- Built spreadsheets to analyze/determine staffing needs and course demands
- Automated the syncing process from Canvas grades to IC

## REPORTING

- Generated Attrition Reports
- Created and accounted for the Count Report Binder, which is reviewed yearly by D-38 and CDE
- Daily review of enrollment statistics, FTE, and seat analysis in Enrollment Summary spreadsheet

## WEBSITE

- LOI / Tour Request now links directly to corresponding pages
- Revamped Enrollment Page

December 2023

# Strategic Enrollment Management Plan



Monument Academy

## Celebrating Community and Connectedness

### Overview

In this Strategic Enrollment Management (SEM) plan, we will analyze our data and provide our plan for improving recruitment, enrollment, and retention for Monument Academy. Ultimately, we aim to do this by **celebrating community and connectedness**.

## Market Analysis

### Snapshot

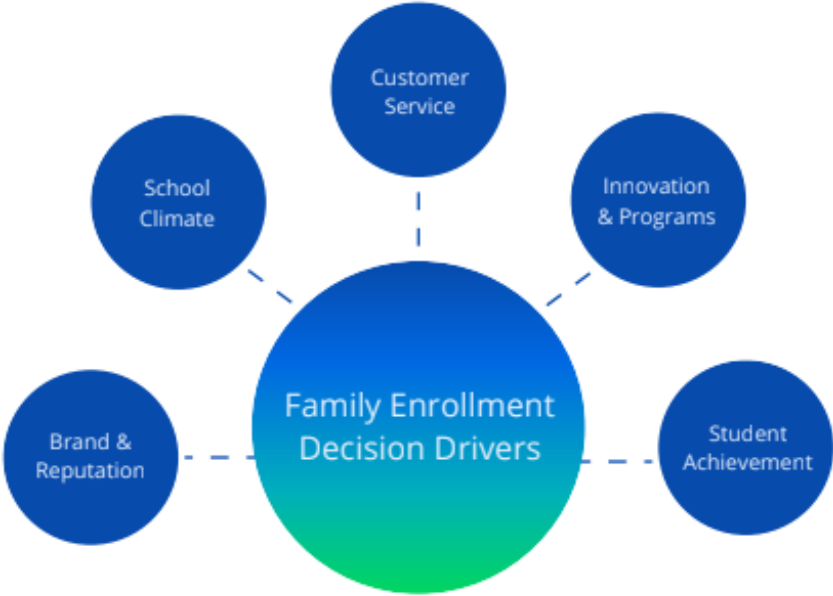
Strengths	Challenges	Opportunities
<ul style="list-style-type: none"><li>MA is the only Public Charter School in D38</li><li>MA offers Preschool - 12th</li><li>Developing High School Program</li><li>Classical Education for Modern Times</li><li>Numerous opportunities for parental involvement</li><li>Strong Fine Arts Programs</li></ul>	<ul style="list-style-type: none"><li>Families can be part of multiple waitlists across schools/districts</li><li>Carline/Construction at West Campus</li><li>Growing High School</li></ul>	<ul style="list-style-type: none"><li>Significant growth in our area for potential increased enrollment</li><li>Homeschool Program: #1 factor in attrition for K-11 students last year</li><li>Community Events</li></ul>

### MA Community Analysis



# Industry Analysis for Alternative Education Choices including Charter Schools

Family Enrollment Decision Drivers  
Figure 1

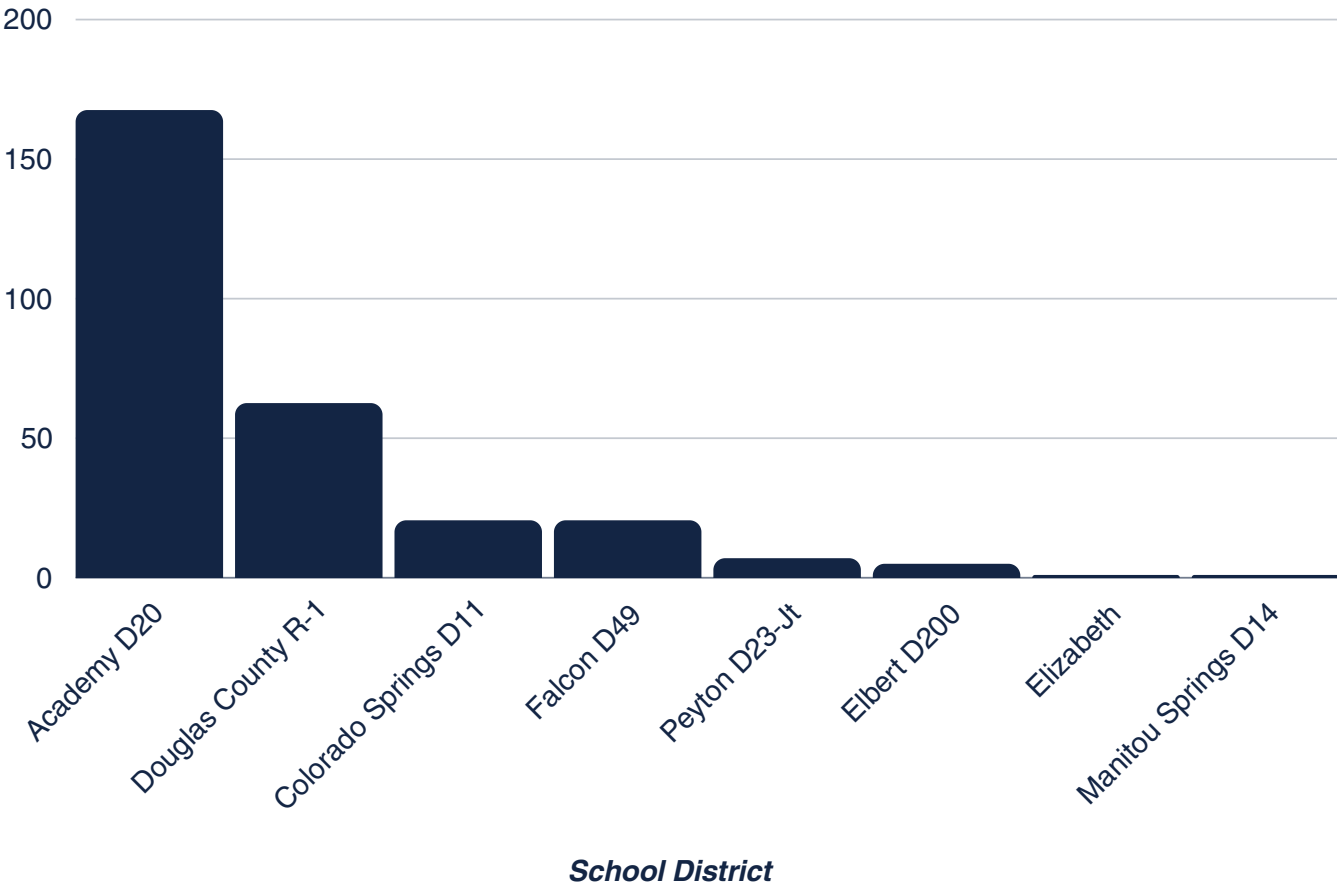


(SchoolMint.com, Strategic Enrollment Management for K-12)

# Data Analysis for Monument Academy

## Out of District Student Report for 2023-2024

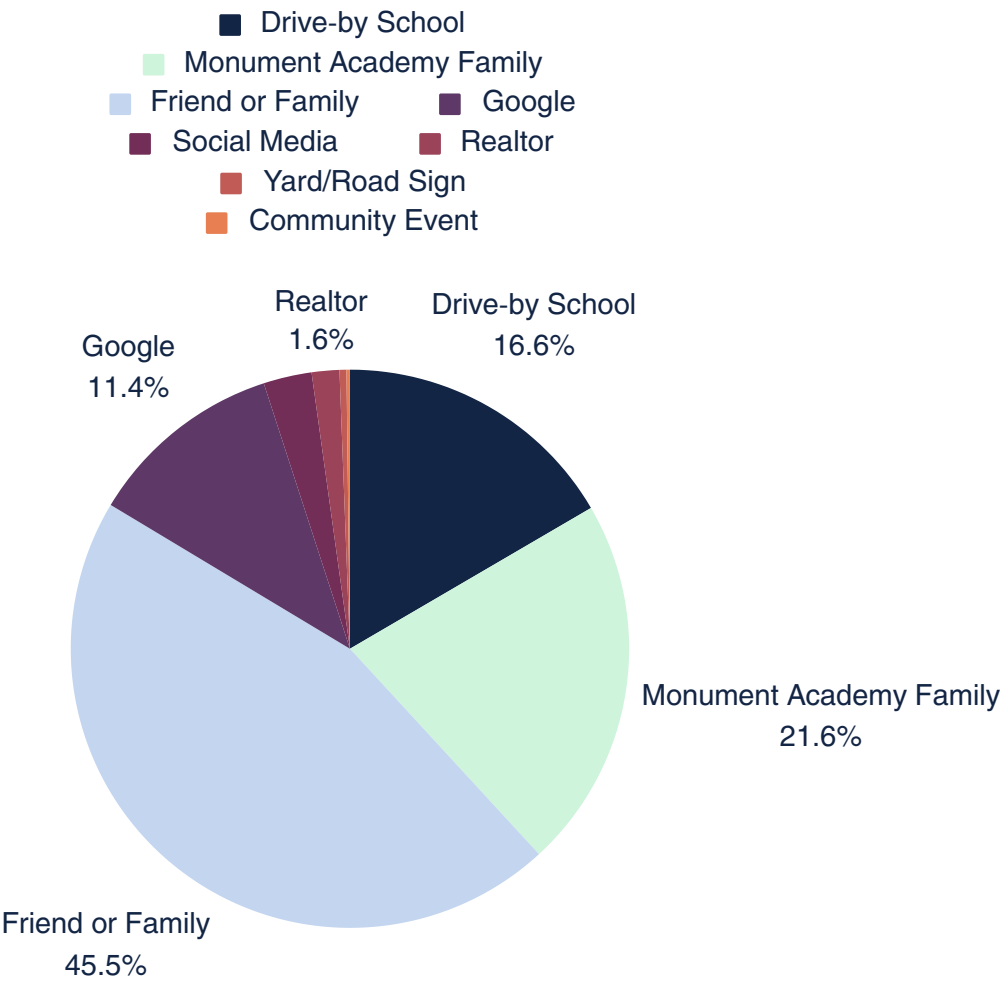
This bar graph displays the current number of MA students that reside out of District 38 (25.96% total percentage of student body).



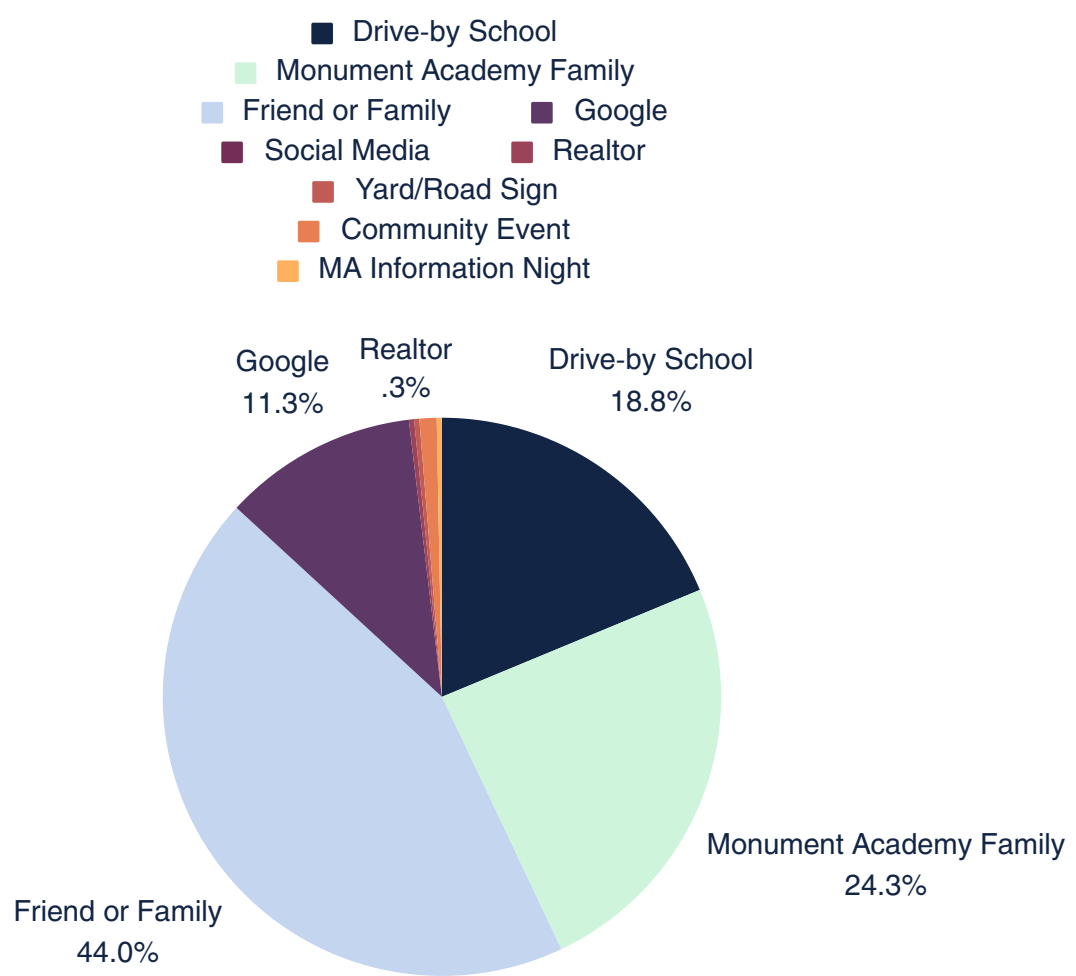
Marketing Efforts from Letter of Interest (LOI)

These two pie charts display how prospective MA families first heard about Monument Academy.

Waitlist for 2022-2023



Waitlist for 2023-2024



# Goals and Proposals

Our Goals	Our Proposals
Celebrate <i>Community</i>	<div><input type="checkbox"/> Host Summer Festival and/or 5K for MA families and surrounding community</div> <div><input type="checkbox"/> Facilitate quarterly Information Nights for prospective families</div> <div><input type="checkbox"/> Initiate Incentive Program for current MA families who refer new families to MA</div>
Celebrate <i>Connectedness</i>	<div><input type="checkbox"/> Establish a Military Liaison for MA</div> <div><input type="checkbox"/> Launch MA Ambassador Family Program</div> <div><input type="checkbox"/> Unveil “Kindergarten Signing Day” for prospective Kindergartners to commit to MA</div>

# Implementation of MA’s Strategic Plan and Goals

Category	Plan Contributions
<i>Organizational Development</i>	<ul style="list-style-type: none"><li>● <b>Establish an Efficient &amp; Sustainable School Operation Model</b><ul style="list-style-type: none"><li>○ Incorporating data from Letter of Interest (LOI) into Dashboard</li><li>○ Building attrition data through Exit Interviews</li><li>○ Creating syncing workflow spreadsheets to increase data accuracy</li><li>○ Building annual ITR retention percentages</li></ul></li><li>● <b>Enhance Community Partnerships</b><ul style="list-style-type: none"><li>○ Hosting Summer Festival / 5K to cultivate community partnerships, in addition to Truck or Treat / Craft Fair</li><li>○ Increasing communication with MA families through Welcome Letter, ITR, Registration, Exit Interviews, and “Thankful Thoughts” project</li><li>○ Developing a strong working relationship with D-38 (received an A+ on our Count Book!)</li></ul></li></ul>
<i>Talent Initiatives</i>	<ul style="list-style-type: none"><li>● <b>Develop Comprehensive Talent Management System</b><ul style="list-style-type: none"><li>○ Utilizing RACIE Model within marketing and enrollment efforts</li></ul></li><li>● <b>Celebrate Success</b><ul style="list-style-type: none"><li>○ Coordinating “Thankful Thoughts” project via ParentSquare and Social Media</li></ul></li><li>● <b>Growth &amp; Development of Staff</b><ul style="list-style-type: none"><li>○ Communicating best practices at both campuses for Teacher University, PD &amp; PLC</li></ul></li></ul>
<i>Financial Health</i>	<ul style="list-style-type: none"><li>● <b>Balanced Organizational Budget</b><ul style="list-style-type: none"><li>○ Utilizing our data to formulate better predictors of enrollment for budget development</li></ul></li></ul>



# RESOURCE & REVENUE

# DEVELOPMENT

Monument Academy





# DEFINITIONS

## Fundraising

The act of obtaining funds for a cause, organization, or project.

- Gala
- Grandparents Day
- Library Book Dedication
- School Store (Teacher Gift Cards)
- School Sponsorship
- Grants

## Donations

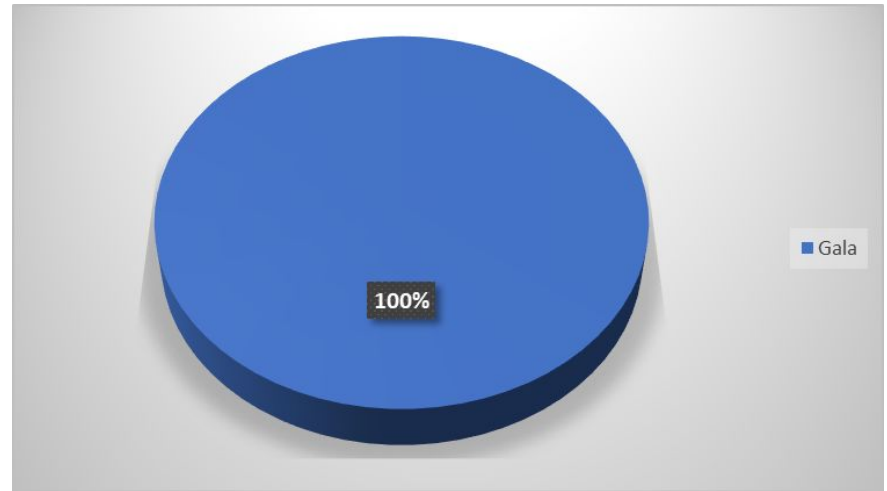
Giving without expecting tangible returns to a cause or organization.

- Lynx Fund (Monetary)
- Monthly Donation
- One Time Donation
- \*Lynx Legacy \$1996 or more
- Vari (Physical)

# 2021-2022

Fundraising

\$129,000.00



**Fundraising**      **\$167,695**

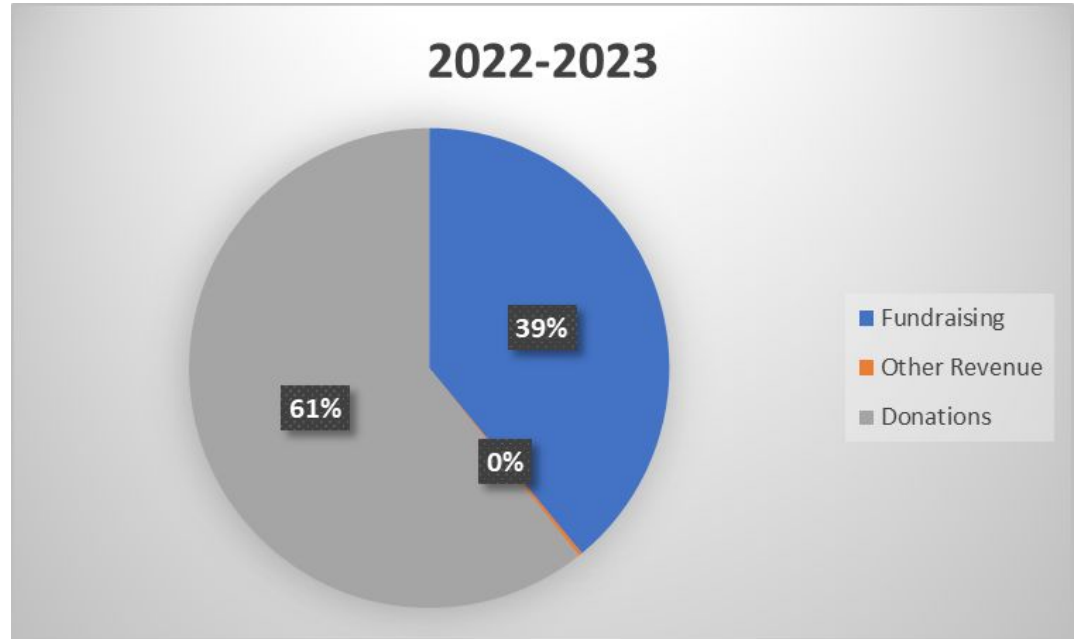
- Gala
- Grandparents Day
- Library Book Dedication
- School Store (Teacher Gifts)

**Donations**      **\$162,750**

- Lynx Fund (Monetary)
- Monthly Donation
- One Time Donation
- \*Lynx Legacy \$1996 or more
- Vari & 3D Printer & Track Uniforms(Goods)

**Other Revenue**      **\$1,135**

- Facility Rentals



**Fundraising            \$170,354**

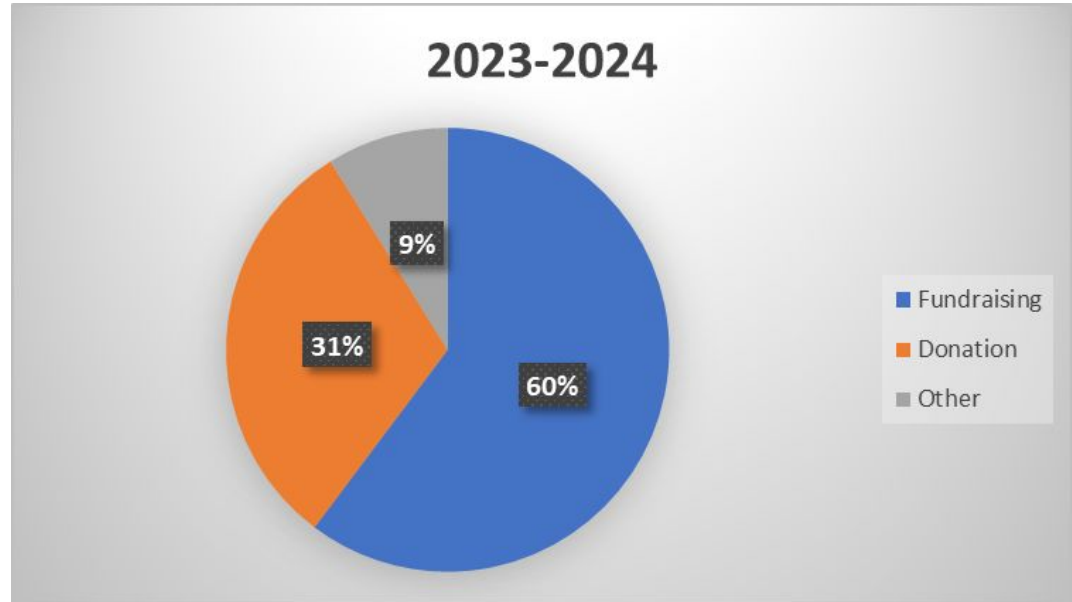
- Gala
- Grandparents Day
- Library Book Dedication
- School Store (Teacher Gifts)

**Donations            \$87,377**

- Lynx Fund (Monetary)
- Monthly Donation
- One Time Donation
- \*Lynx Legacy \$1996 or more
- 3D Printer (Goods, Turf)

**Other Revenue        \$25,000**

- Facility Rentals



# EXAMPLES

## GALA

- GALA SPONSORS - 2
- Fun Friends Table - 4
- Early Bird Tickets - 26
- YTD LAST YEAR = \$0

## LYNX FUND

- Lynx Legacy - 3
- Total Donors - 16
- 38% Completed of Goal
- YTD LAST YEAR = 8%

# OPPORTUNITIES

Lynx Fund	Active
School Sponsorship	Active
End of Year Matching Donation Campaign	Active
School Store	January 16, 2024
GALA - Light the Way for MA!	April 19, 2024
Grandparents Day & Library Book Dedication	April 18, 2024
End of School Year Matching Campaign	May 2024
Grants - ERTC, BEST, School Security Disbursement Program	

2024

# Monument Academy Elementary Calendar 2024 - 2025 DRAFT

2025

S	M	T	W	TH	F	S
July						
	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						
				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						
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						
		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						
					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						
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				

Quarter One: 8/13/24 - 10/8/24 = 40 days
Quarter Two: 10/15/24 - 12/19/24 = 43 days

## Key

	=	School Closed - No Students or Teachers
	=	No Student - New Teacher Training
	=	No Students - Teacher Training
	=	1st Day of School
	=	No Students - K-5 Testing by appointment
	=	Mid-Day Dismissal (12:15 p.m.)

## Student Hours

Monday - Thursday: 8:05 a.m. - 3:15 p.m.  
Friday: 8:05 a.m. - 12:15 p.m.

Jul 8 - Aug 1 No Students or Teachers - Office Open
Aug. 2-6 No Students - New Teacher Training
Aug. 7-12 No Students - Teacher Training
Aug. 12 K-5 Meet and Greet
Aug. 13 First Day of School for Kindergarten
Aug. 14 First Day of School for 1st - 5th Grades
Aug. 19 No Students - Testing by appointment
Sept. 2 No Students or Teachers - Labor Day
Oct. 9 - 10 No Students - Conferences by appointment
Oct. 11-14 No Students or Staff - Fall Break
Nov. 25 - 29 No Students or Teachers - Office Closed - Thanksgiving Break
Dec. 20 No Students - Teacher Training
Dec. 23 - Jan 3 No Students or Teachers - Office Closed - Winter Break
Jan. 6 - 7 No Students - Teacher Training
Jan. 8 K-5 Students Return
Jan. 20 No Students or Teachers - Office Closed
Jan. 31 No Kindergarten Classes - Kinder Roundup
Feb. 17 No Students or Teachers - Office Closed
Feb. 28 No Students - Teacher Training
Mar. 24 - 28 No Students or Staff - Office Closed - Spring Break
April 18th No Students or Staff - Office Closed - Staff Appreciation Day
April 28 No Students - Testing by appointment
May 9 Last Day of School Kindergarten and Kindergarten Continuation Ceremonies
May 16 Last Day of School 1st - 5th
***If the calendar needs to be adjusted due to too many snow days, May 19 - 21 will be the first days added for make up days

State of Colorado Required Student Contact Hours for Elementary: 968  
MA Elementary Student Contact Hours: 1056

S	M	T	W	TH	F	S
January						
			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						
						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						
						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						
		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						
				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						
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					

Quarter Three: 1/8/25 - 3/14/25 = 45 days
Quarter Four: 3/17/25 - 5/16/25 = 39 days

2024

# Monument Academy Secondary Calendar 2024 - 2025 DRAFT

2025

S	M	T	W	TH	F	S
July						
	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						
				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						
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						
		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						
					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						
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				

Semester One: 8/13/24 - 12/19/24 = 83 days
Mid-Semester Progress Reports 10/18/24

## Key

	=	School Closed - No Students or Teachers
	=	No Student - New Teacher Training
	=	No Students - Teacher Training
	=	1st Day of School
	=	Mid-Day Dismissal (12:30 p.m.)

## Student Hours

Monday - Thursday: 7:50 a.m. - 3:30 p.m.

Friday: 7:50 a.m. - 12:30 p.m.

Jul 8 - Aug 1 No Students or Teachers - Office Open

Aug. 2-6 No Students - New Teacher Training

Aug. 7-12 No Students - Teacher Training

Aug. 12 Meet and Greet

Aug. 13 6th - 12th Orientation

Aug. 14 First Day of School for 6th - 12th

Sept. 2 No Students or Teachers - Labor Day

Oct. 9 - 10 No Students - Conferences

Oct. 11-14 No Students or Staff - Fall Break

Nov. 25 - 29 No Students or Teachers - Office  
Closed - Thanksgiving Break

Dec. 20 No Students - Teacher Training

Dec. 23 - Jan 3 No Students or Teachers - Office  
Closed - Winter Break

Jan. 6 - 7 No Students - Teacher Training

Jan. 8 6th - 12th Students Return

Jan. 20 No Students or Teachers - Office Closed

Feb. 17 No Students or Teachers - Office Closed

Feb. 28 No Students - Teacher Training

Mar. 24 - 28 No Students or Staff - Office Closed -  
Spring BreakApril 18th No Students or Staff - Office Closed -  
Staff Appreciation Day

May 16 Last Day of School

May 17 (Saturday) High School Graduation

\*\*\*If the calendar needs to be adjusted due to too  
many snow days, May 19 - 21 will be the first days  
added for make up days

State of Colorado Required Student Contact Hours  
for Secondary: 1056  
MA MS/HS Student Contact Hours: 1117

S	M	T	W	TH	F	S
January						
			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						
						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						
						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						
		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						
				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						
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					

Semester Two: 1/8/25 - 5/16/25 = 84 days
Mid-Semester Progress Reports 4/4/25