



## **Highlights from February 8th, 2024 Board of Directors' Regular Meeting**

### **Reports from Administration**

Please [click here](#) to review the provided reports from our Executive Director, CFO, principals and admin team.

### **Board Committee Highlights**

- Highway 105: Carline construction continues to progress. The road in front of West campus should be completed by this summer. Once construction is finished, there will be two loops (one in front and one in back) available for carline traffic. The intent is that by the time school returns in Fall 2024, we will be using both loops. Once a rendering is available from the county it will be posted on the MA website under the Parent Resources > Carline tab for parents to review the Phase 4 (final phase) of carline. Please continue to watch for any updates regarding carline to be posted on ParentSquare.
- [Click here](#) to read the SAAC East Survey Results Recommendation Letter to the Board

### **Parental Rights Policy**

A second read of the revised policy was read by Board President Ryan Graham. Discussion included statements from the school's legal counsel, Brad Miller, as well as multiple board members. The policy passed with a 6-1 vote. You can read the approved Parent Rights Policy [here](#).

### **Quarterly Academic Dashboard**

Jennifer Strawbridge with Analytical Diagnostics presented on the mid-year academic data. Please [click here](#) to review her slide presentation.

### **MA Homeschool Partnership Program**

A Town Hall meeting was held on Jan 30th, 2024 to gauge interest in the MA Homeschool Partnership Program. Mrs. Lena Gross, MA West Registrar, presented results and recommendations from that meeting. Please [click here](#) to review that presentation. The board voted unanimously to approve moving forward with a homeschool program for FY 24/25.

### **Update on Math Curriculum**

Academic Director, Mrs. Tina Leone, presented a first review of the curriculum committee's recommendation for a math curriculum to replace the discontinued Saxon Math. [Click here](#) to review her presentation outlining all the work and the process completed to get to this step.

**Monument Academy Community, you are invited to review the proposed Elementary math curriculum.**

*When:* February 12 through February 23

*Where:* Monument Academy West Campus Administrative Office



*Purpose:* As part of our curriculum adoption process, the recommended curriculum materials will be offered for public review to our Monument Academy community for a period of two weeks. This review is occurring before the final vote of the Monument Academy Board of Directors on March 14, 2024. Forms will be available to record any input or feedback from reviewers. We value your responses!

### **Executive Director Hiring Timeline**

The board unanimously approved a timeline for the hiring of a permanent executive director. Please [click here](#) to review the approved timeline.

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

The application is open for anyone interested in pursuing one of the two open board of directors seats with three year term commencing July 1, 2024. [Please click here](#) for the information flier and [click here](#) for the application.

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

- March 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 February 8, 2024 meeting please [click here](#).
- **February 28th, 2024: Cafe Chat** with Board Directors Craig Carle and Karen Hoida at Serrano's Coffee from 8:30-9:30am. [Please click here to RSVP](#).
- March Cafe Chat with Board Directors Ryan Graham and Lindsay Clinton. Date and Time TBD. More information to come once details are finalized.

Good evening, Monument Academy board and community. Due to my absence tonight, the following is a summary to share as my executive director's report. As we continue through this past month, I am pleased to provide you with an update on our recent strategic initiatives and ongoing efforts to ensure the success of our organization.

Our strategic planning efforts are underway, focusing on identifying and leveraging opportunities to enhance our organization's impact. Our teams have refined our strategic priorities, which align with our strategic plan objectives through collaborative sessions with key stakeholders. Many of the tasks associated with our priorities are already being implemented and tracked through our teams in our RACI model. The strategic planning process guides our decision-making to align with our long-term goals and better position ourselves for sustained success.

Developing our budget for the 24-25 school year is a refined and intentional process, considering both short-term needs and long-term objectives. We are looking at the prioritized resource allocation to support key initiatives, ensuring fiscal responsibility while maximizing our growth and program excellence potential. We are committed to financial sustainability and efficient use of resources while caring for our staff and students. This week, my leadership team met to prepare a presentation for the Blue and Gold team, which includes our administrators. The meeting with the Blue and Gold team will be the first meeting to collaborate on drafting the new school year's budget.

We have been seeking a new Executive Director to ensure a smooth leadership transition. I am impressed by the number of applicants we have received in such a short time, which speaks volumes about the excellent community of Monument Academy. After the board chooses the new Executive Director, we will continue with our succession planning to support a seamless onboarding process for the new individual prioritized by the board of directors.

The Homeschool Program presented tonight will speak to the hard work and dedication to our academic offerings and how we are committed to its innovative approaches and curriculum and program enhancements to meet the evolving needs of homeschooling families. This program's

success will be a testament to our dedication to providing flexible and high-quality educational options and choices to our community and parents.

As we anticipate an interesting legislative session, we are proactively working to ensure the protection of charter schools and support for parent choice. The advocacy efforts I am working on include engagement with policymakers, community outreach, and collaboration with like-minded organizations. I am closely monitoring legislative developments and am prepared to respond strategically to any potential challenges.

As I come to a close, I would like to express my gratitude to our committed team and the board's support. With your help, we will continue to achieve academic excellence and see further growth and development in our organization. I am eager to continue working alongside you as we navigate these strategic initiatives together.

As always, I am committed to our mission at Monument Academy.

In Partnership,

Kim McClelland

Executive Director



Kurt Walker ▾

Feb 8, 2024

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

---

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

- Despite the weather conditions over the past few weeks, we have had two successful K.I.S.S. (Kids Invite Someone Special) Events put on by our PTO.
- We had a small turn out for our K-5 Open House, but feel that it was successful.
- Our Kindergarten Roundup was a huge success. We had over 100 people in attendance. We learned a great deal of what we can improve on next year. We are anticipating large numbers in our Kindergarten registration.

## Things to look forward to:

- We are looking forward to hosting the High School Student Council's Prince and Princess Ball for our West Campus students on 2/9/24.
- Our PTO will be spoiling our teachers the week of 2/19/24 for Teacher Appreciation Week.



Collin Vinchattle ▾

Feb 2, 2024

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

---

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

It was an inconsistent start to the school year due to holidays and snow days. The last week of January was the first full week of school that the teachers were able to instruct students. The middle school is looking forward to getting into the instructional routine up to Spring Break.

Middle School Open House was originally to be hosted on January 9th, but due to weather the event was postponed to January 17th. There was a great turn out for the event as there were over 180 people in attendance. The majority who attended were 5th grade Monument Academy families, but there were families from outside the school who came to better understand what the middle school is about. The night included information about the school, a parent panel, a teacher panel, and a tour led by National Junior Honor Society Students.

Girls Basketball has a great start to the season. It is fun to watch all three of our teams work together and have the positive results that they are experiencing. I look forward to seeing what they can do the rest of the season and into the playoffs.

The teachers are excited to see that interventions are starting to show student growth. We have groups of students coming in before school, staying after school, and working during our club time. These interventions are in addition to our Study Tables time where teachers stay after school for an hour every other week to help students that show up with homework, missing work, tutoring, or extra educational support.

Things to look forward to:



The end of the choice window is coming on February 9th. At this point the administration team will start the intense work of the master schedule due the firmer numbers there will be for the upcoming school year. The deadline for teachers to provide their intent to return to the school is February 2nd, new course proposals will be finalized on February 16th, and the course registration for students will be in the last week of February.

Due to the predicted high amount of snow, in partnership with the student council, the administration team decided to postpone the winter formal until February 10th. The decision was made four days in advance, as the dance is looked forward to by most 7th and 8th graders. The administration team wanted to make sure our families have the opportunity to adjust their plans for the weekend.



**David Kennington**

Feb 2, 2024

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

---

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

### **Fulfilling the Promise -**

It continues to be an exciting and momentous year as the Monument Academy community brings to fruition the long-time dream of those visionary and courageous individuals who imagined MA's tradition of excellence extending into a ***four-year high school***.

Our first year of fulfilling this audacious promise of creating a full 9-12 High School has witnessed ***many*** firsts.

Acceptance into the premier athletic league in the state, The Colorado High School Athletics Association (CHSAA). The first season of girls basketball. Our first Daniel's Scholarship Finalist. MA's first college and university acceptances, including admission into The Colorado School of Mines. The list could go on and on.

Yet perhaps most importantly, our students continue to thrive as individuals and succeed in ways that demonstrate their commitment to excellence and their dedication to one another.

Our theme this year has been *Civitas*, which is the Latin word for citizenship, a theme derived directly from our school's mission, vision, and philosophy. *Civitas* embodies the dual concepts of a person's rights as a citizen, but also their responsibilities to an entity larger than themselves - their community, their country, and even this world.

Frequently this school year I've encouraged students to reflect on the sacrifices their teachers and this staff are making to deliver to them a world-class education, and to consider what they will do with that rich academic inheritance. "Take what you learn here, " I've challenged them, "and positively impact the world."

I wholeheartedly believe they will do so.





Things to look forward to:



## Graduation!

Our “**Founding Freshmen**” class is now in the last semester of their senior year, and we are thrilled to be in the final stages of preparation for their graduation ceremony which will take place on Saturday, May 18th at 10 am.

The planning and preparation for this day began over 12-months ago, and has involved **eight different groups and planning teams** who have contributed to this effort. Invaluable input and support has been provided from students, parents, the staff, our supportive School Board, and our wonderful PTO.

We are earnestly hoping for a beautiful spring day in Colorado as our ceremony will be held on our East Campus patio outside our south entrance, with the expansive view of the front range and Pikes Peak in the background (in case of inclement weather we will shift the ceremony into our gym).

We hope to see you there!





Jake Dicus ▾

Feb 8, 2024

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

---

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

- School Security Disbursement Grant Application submitted.
- 5 Sponsors secured for Light the Way MA!
- School Store launched for teachers.

### Things to look forward to:

- Planning for Grandparents Day, April 18, 2024, which includes Library Book Dedication.
- Selling our last 80 tickets for Light the Way for MA!



Lena and Laura ▾

Feb 8, 2024

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

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

We have updated the results from our Intent to Return (ITR). The retention percentage comparison **between** 2023-24 and 2024-25 is as follows:

Elementary School: 82% to 90%

Middle School: 91% to 96%

9th Grade: 26% to 40%

10th-12th Grades: 81% to 91%

We had an amazing turnout of more than 60 families for Kindergarten Roundup on the rescheduled date (due to snow day) on 2/2/24! All staff at West campus generously gave of their time and efforts to make this event a success. This year, we introduced a parent panel to answer questions, and the feedback from prospective parents/guardians was very positive.

We are receiving Choice Applications from the district and will start offering seats after the open enrollment window closes on February 9th. Please rest assured that we have continued to follow up with families who have not provided us with their final enrollment decision. We kindly requested that all decisions be submitted to us by 1/31/24 and sent a google form to those undecided families for their convenience.

## Things to look forward to:

We have completed our work with the IT department and have the enrollment sheets and summaries ready for processing. We have been communicating the enrollment projections and historic trends with the leadership team.

We are updating the course guides and gathering information to help us to start planning for the upcoming school year and master schedule.

We will be working with 5th-7th grade students later in February to obtain their course requests in Infinite Campus. Emily Davis will work with the high school students to obtain theirs. Once all information is gathered we are able to analyze course demands and staffing needs which will help with budget projections.



Anna Arndt ▾

Feb 1, 2024

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

---

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

Today and Friday, a random sampling of our 4th and 8th graders were selected by the CDE and NAEP to participate in either the reading or the math test for the NAEP test, otherwise known as "The Nation's Report Card". Each student who participates will receive a certificate from the Department of Education for community service. <https://nces.ed.gov/nationsreportcard/>. The scores from this test will be included in the national average for reading and mathematics achievement; this average is what is quoted when comparing United States educational achievement in reading and mathematics to other developed nations.

In January, our leadership team had the opportunity to read through and discuss the findings from our School Culture Survey. The principal and department teams continue to dig into the data to identify areas of celebration and those for improvement within their given schools.

All K-8 instructional staff and leaders had a fabulous professional development session about interpreting NWEA MAP data with a representative from NWEA on January 12. The session was 3 hours long and provided rich resources for our instructional community on how to really get the most out of those tests for our kids.

Earlier this evening, we had our CMAS Parent Information Night!



We are excited to have had the opportunity to share vital information regarding our state's testing program and its benefits for us as a school and individual students.

Things to look forward to:

Spring testing is about to be here! As we turn the corner on the year, planning and training for CMAS, PSAT, SAT, and AP tests are quickly approaching!



Chuck Steiger ▾

Feb 8, 2024

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

---

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

- Kitchen heat should be repaired this week at East
- Airphone will be installed at back recess entrance this week at West
- Kitchen AC compressor is scheduled to be repaired under warranty
- Working on getting a proper repair of East portables drop ceilings (currently a temporary fix is in place)

### Things to look forward to:

- Pre school fence and gate to be repaired



Mike Svendsen ▾

Feb 8, 2024

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

---

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

Monument Academy High School Basketball recognised our Senior athletes before our games vs FVS on Jan 27th:

- **Ben Verones** plans to attend a trade school for Aviation Mechanics.
- **Carter Sellers** plans to attend a D-38 transition program, and eventually work in animal rescue and growing food with aquaponics.
- **Colton McWilliams** will attend the School of Mines to study computer sciences.
- **Gabe Hartle** is undecided on a college but will pursue a Pre-Vet Degree and then attend Vet School.
- **Jack Dunston** plans to attend college to continue studying mechanical engineering.
- **Jonny Sinclair** plans to join the military after graduation.
- **Kaitlyn Wahl** is our only Senior on our Girls Varsity Basketball team. Kaitlyn plans to attend Grand Canyon University in the fall. She will be pursuing a Bachelor's degree in Professional Sales and Marketing.
- Our **Girls MS Basketball** team is off to a great start this season. The A team is 8-1 and with one game left, they are hoping to secure the #2 seed in the playoffs. Our B and C teams are also finding a lot of success with our b team also sitting at 8-1 and our C team currently undefeated. Our group of girls this year have shown that hard work and dedication pays off when it comes to game days. Our Coaches (Josh Biddle, Jay Bertsch, and Patrick Brock) are second to none and make sure ALL of their athletes are working hard and improving everyday. Playoffs will begin on Feb. 7th. Best of luck to our Lady Lynx!
- **Addison Michalak** is an 8th grader at MA and received the award for athlete of the year for her age group for USATF! MA would like to congratulate Addison on this amazing accomplishment. Addison has competed at the state level and





national level for Cross Country. Thank you Addison for representing our community and the State of Colorado to the highest of standards!

### Things to look forward to:

- Our Girls MS Basketball team will be competing in their league playoffs on Feb 7th. They finished last year as runner ups in the championship game and are looking to take 1st place back this year. Best of luck to our MS girls basketball team.
- Spring registration is open for MS girls Soccer and MS/HS Track and Field. Seasons starts on March 11th.



**Krista Pelly ▾**

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

---

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

### Human Resources:

Executive Director search is fully underway. The response volume has been high. All applications help with the traffic our job posting gets. The more applications we receive, the higher our job is listed in the cue when people search keywords. We currently have around 90 applications from three of our platforms. I foresee the number increasing as we near the middle of February.

Abacus has been a success thus far. The payroll process, time off requests/tracking, and SDS training have been improving and are gaining positive momentum and understanding. The training at East went well on the 2nd, and the training at West is scheduled for 2/16.

## Things to look forward to:

Hiring season is upon us. Dawn and I are finalizing the last bits and pieces of the onboarding process that has been running smoothly.

Hiring committees will be formed by principals, interview questions/rubrics are being fine-tuned and created, job descriptions are being reviewed, and staffing decisions will be made according to need and financial limits/allowances.

HR is working with finance and administrators to streamline the process of staffing, extra duty, and budget requests.

Stay interviews will be done with each principal and employee during final evaluations; exit interviews will be done with HR prior to employee departure.



Tina Leone ▾

Feb 6, 2024

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

---

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

\*Our focus on using data to impact classroom instruction continues at the end of February with a professional development opportunity for West Campus teachers on utilizing DIBELS data. At that point we will have then completed significant PD for two of our most important testing programs; DIBELS and NWEA. For the DIBELS training an example of the data implementation topics will be:

- The Amplify coach will guide teachers in using MOY/EOY Benchmark data to compare students' achieved growth with the goals set at BOY and to identify instructional priorities for the next semester or school year.

- Ensure teachers have administered the MOY or EOY Benchmark assessment measures prior to the session.

\*We are still being mindful of supporting our teachers who are new to the profession and new to the school. Meetings with the Mentor Teachers happen once a month where we have discussions on best ways to support their Teacher Mentees. Our Mentor Teachers are doing a great job of sharing creative ideas on how to support each other and their Teacher Mentees. Also, this month there will be a Friday afternoon meeting exclusively with the teachers new to the school and to the profession that will give us all an opportunity to check in with each other, have discussions, and meet any needs that come up during our meeting. We will be asking those teachers, now that they've had



some time at MA, what would have been even more beneficial to their transition into our school as a new teacher.

\*At the last Curriculum Committee meeting we had a terrific turnout of teachers representatives from both the elementary and secondary campuses. We had some great discussions regarding background and history of the frameworks and curriculum with veteran MA teachers that will really help support our future curriculum initiatives.

\*Instructional coaching is going well. We are reaching a lot of teachers; both new teachers and veteran teachers. They are asking for more support now that we have the MOY NWEA data. They want to know how to help their students succeed and grow even more!

\*Support continues with the intermediate grade levels on CMAS preparation. Teachers have become even more proficient at identifying what skills students will need to have mastered in order to have the opportunity to do well on the CMAS tests. We've also coordinated additional staff participation in helping our students be well prepared for state testing. Our Reading Interventionists are collaborating with classroom teachers to enhance those efforts. Our Technology teacher has integrated into her instruction specific lessons on how and what our students need to know to take CMAS electronically.

Things to look forward to:



\*We are looking ahead to planning for next year. Needs, wants and things to do better going into next year will be considered. There are a number of ideas for New Teacher Orientation that we have gleaned from this past year's orientation. We are looking forward to making that an even better experience for our new teachers next year.

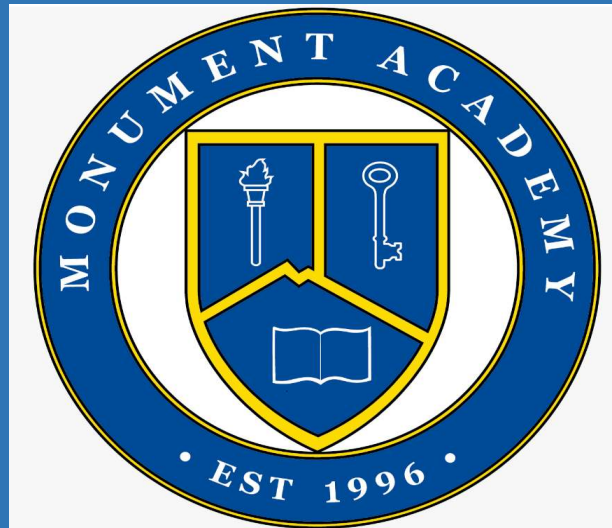
\*The Curriculum Committee has some significant work on the horizon because we want to go through the MA Frameworks and make updates and revisions as needed. Also, once the math curriculum adoption process has been settled, we would like to begin the process of addressing writing curriculum, especially at the elementary level.

# **Monument Academy**

## **Quarterly Financial Statements**

**Fiscal Year 2023-24**

**December 31, 2023**



Monument Academy  
1150 Village Ridge Pt  
Monument, Co 80132

Kim McClelland  
Interim Executive Director

Glenn Gustafson, CPA  
Interim Chief Financial Officer

8-Feb-24

**Monument Academy**  
**Quarterly Financial Summary**  
**Table of Contents**  
**12/31/2023**

**I. Financial Section**

General Fund .....	1
general Fund Graphs .....	2
Preschool Fund .....	3
Preschool Fund Graphs .....	4
Facilities Corporation .....	5
Foundation Fund .....	6
Pupil Activity Fund .....	7
Other Fund Graphs .....	8-10

**II. Supplemental Section**

School Financials .....	11
Long-Term Debt .....	12
Enrollment Information .....	13

Note: These financial statements are not audited, reviewed or compiled in accordance with the rules and regulations of the Colorado State Board of Accountancy, and should not be relied on as such.

**Monument Academy**  
**Quarterly Financial Summary**  
**General Fund**  
**12/31/2023**

	FY 23-24 SECOND QUARTER				FY 23-24 YEAR-TO-DATE				FY 22-23 2nd Quarter	Footnotes
	2nd QUARTER Actual	1/4 x Annual Budget (I)	Variance	% Used	YTD Actual	Annual Budget	Variance	Percentage Recvd or Used	YTD Actual	
<b>Revenues</b>										
Local Revenue	314,955	442,276	(127,321)	71.21%	782,350	1,769,105	(986,755)	44.22%	636,850	(1)
State Revenue	2,872,347	3,041,745	(169,398)	94.43%	5,744,696	12,166,979	(6,422,283)	47.22%	5,487,181	(2)
Federal Revenue	0	123,448	(123,448)	0.00%	0	493,791	(493,791)	0.00%	0	
<b>Total Revenues</b>	\$ 3,187,303	\$ 3,607,469	\$ (420,166)	88.35%	\$ 6,527,046	\$ 14,429,875	\$ (7,902,829)	45.23%	\$ 6,124,031	
<b>Expenditures by Program</b>										
Instructional Services	1,532,140	1,639,343	107,203	93.46%	2,945,556	6,557,370	3,611,814	44.92%	2,723,552	(3)
Pupil Services	87,270	90,803	3,533	96.11%	168,685	363,212	194,527	46.44%	123,116	(4)
Instr. Staff Support	190,747	158,570	(32,177)	120.29%	323,670	634,278	310,608	51.03%	147,944	(4)
General Administration	173,428	157,067	(16,361)	110.42%	311,138	628,266	317,128	49.52%	434,905	(5)
School Administration	248,474	256,435	7,961	96.90%	514,894	1,025,739	510,845	50.20%	579,216	
Business Services	62,913	75,563	12,650	83.26%	183,284	302,252	118,968	60.64%	205,536	(6)
Maintenance, Operations & Transp	1,165,818	1,261,617	95,799	92.41%	2,106,757	5,046,469	2,939,712	41.75%	1,895,626	(6)
Central Services	144,137	165,767	21,630	86.95%	385,800	663,068	277,268	58.18%	199,894	(6)
<b>Total Expenditures</b>	\$ 3,604,927	\$ 3,805,165	\$ 200,238	94.74%	\$ 6,939,784	\$ 15,220,654	\$ 8,280,870	45.59%	\$ 6,309,789	
<b>Other Financing Uses</b>										
Transfers In/Out	60,965	0	0	N/A	60,965	0	0	N/A	0	
<b>Total Other Financing Uses</b>	\$ 60,965	\$ -	\$ -	N/A	\$ 60,965	\$ -	\$ (60,965)	N/A	\$ -	
<b>Income (Loss)</b>	\$ (356,659)	\$ (197,696)	\$ (219,928)		\$ (351,773)	\$ (790,779)	\$ 439,006	\$ 0	(185,759)	(7)
<b>Audited/Estimated Fund Balance, Beginning of Year</b>					2,765,794	3,280,000			3,185,446	
<b>Fund Balance, End of Period</b>					\$ 2,414,021	\$ 2,489,221	\$ 439,006		\$ 2,999,687	

<b>Cash in Bank</b>	<b>6/30/23</b>	<b>12/31/23</b>
Cash in Bank - Checking	241,941	(187,182)
Integrity Money Market	214,566	247,854
FNB Certificate of Deposit #1	651,894	0
ColoTrust	2,512,475	4,036,613
<b>Total Cash in Bank</b>	<b>\$3,620,876</b>	<b>\$4,097,285</b>

**Footnotes:**

- (1) Local Revenues for QTD & 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/Pupil Svcs program expenditures are below budget for QTD and YTD.
- (4) Inst Staff program expenses are high for the quarter and greater than the target YTD.
- (5) General Admin program expenditures are high for the quarter but below budget YTD.
- (6) Business & Central Services expenses are high for YTD due to Payroll conversion costs but MTD is below budget; Maint & Ops programs are low for QTD & YTD.
- (7) QTD total expenditures are low at 94.7% of budget and YTD total expenditures are below budget at 45.6% of budget (target = 50%).



**Monument Academy**  
**Quarterly Financial Summary**  
**General Fund**  
**12/31/2023**

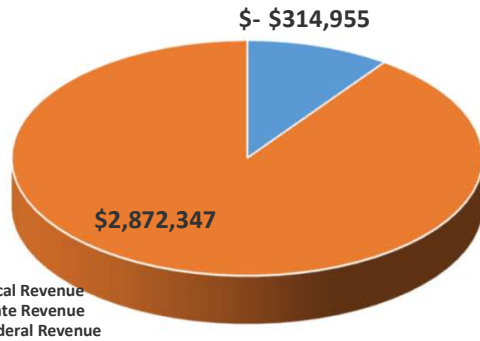
Expenditures by Object	FY 23-24 SECOND QUARTER				FY 23-24 YEAR-TO-DATE				FY 22-23 2nd QUARTER	Footnotes
	2nd QUARTER	1/4 x Annual		%	YTD	Annual		Percentage	YTD	
	Actual	Budget	Variance	Used	Actual	Budget	Variance	Recvd or Used	Actual	
Salaries	1,524,848	1,495,631	(29,217)	101.95%	2,897,450	5,982,524	3,085,074	48.43%	2,487,234	(1)
Employee Benefits	517,638	561,312	43,674	92.22%	1,038,738	2,245,247	1,206,509	46.26%	1,025,752	(2)
Professional Services	244,966	158,505	(86,461)	154.55%	438,934	634,021	195,087	69.23%	288,616	(3)
Property Services	913,884	839,885	(73,999)	108.81%	1,752,828	3,359,539	1,606,711	52.17%	1,621,096	
Other Services	162,050	173,720	11,670	93.28%	347,107	694,881	347,774	49.95%	402,724	(4)
Supplies & Materials	145,561	158,485	12,924	91.85%	360,239	633,941	273,702	56.83%	431,729	(5)
Capital Outlay	89,805	414,750	324,945	21.65%	92,839	1,659,000	1,566,161	5.60%	41,551	
Other Objects	6,174	2,875	(3,299)	214.75%	11,648	11,500	(148)	101.29%	11,087	
Interschool Allocations	0	0	0		0	0	(0)		0	
<b>Total Expenditures</b>	<b>\$ 3,604,927</b>	<b>\$ 3,805,163</b>	<b>\$ 200,236</b>	<b>94.74%</b>	<b>\$ 6,939,784</b>	<b>\$ 15,220,653</b>	<b>\$ 8,280,869</b>	<b>45.59%</b>	<b>\$ 6,309,789</b>	(6)

**Footnotes:**

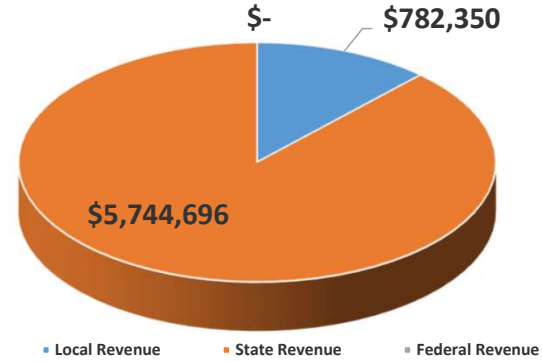
- (1) Salaries expenditures are high for the quarter primarily due to stipend payments.
- (2) Employee Benefits expenditures are below budget at 92.2% of the quarterly budget and 46.2% of the YTD budget.
- (3) Purchased/Professional Services expenditures are high for the quarter and YTD due to overlapping bond costs.
- (4) Other Services are low for QTD but right on target for YTD.
- (5) Supplies and Materials expenditures are below budget for the quarter but high YTD due to start of school year expenditures.
- (6) Overall GF Expenditures are below budget at 94.7% for QTD and below budget YTD at 45.6%.

**Monument Academy**  
**Quarterly Financial Summary**  
**General Fund**  
**12/31/2023**

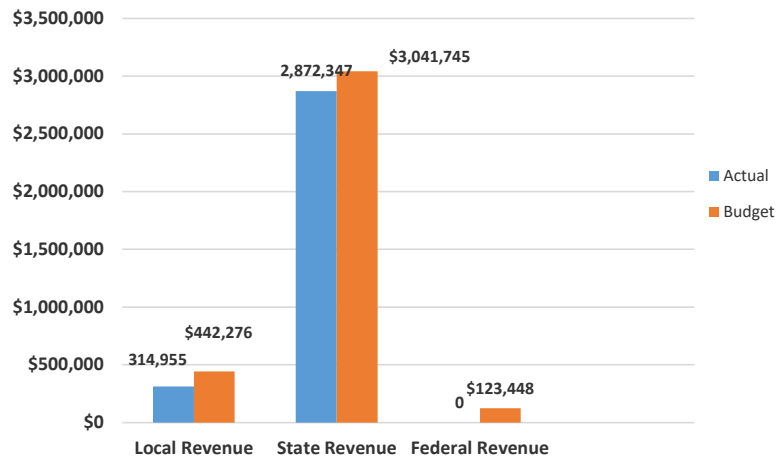
**QTD General Fund Revenues**



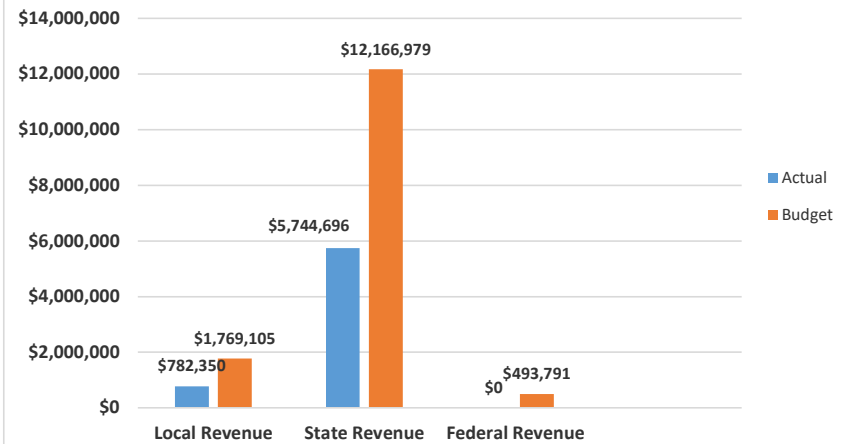
**YTD General Fund Revenues**



**QTD Revenue - Budget to Actual**

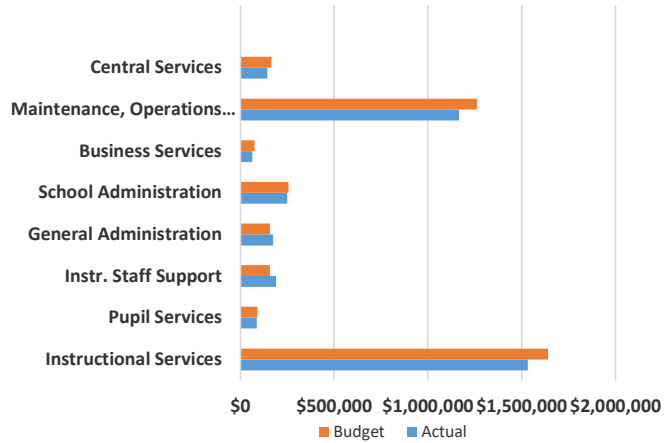


**YTD Revenue - Budget to Actual**

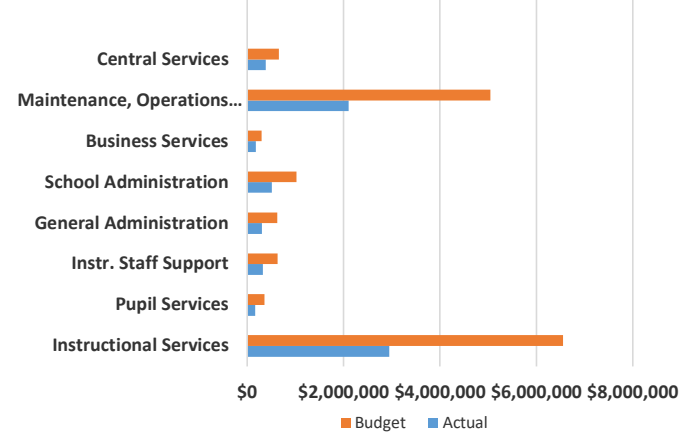


**Monument Academy**  
**Quarterly Financial Summary**  
**General Fund**  
**12/31/2023**

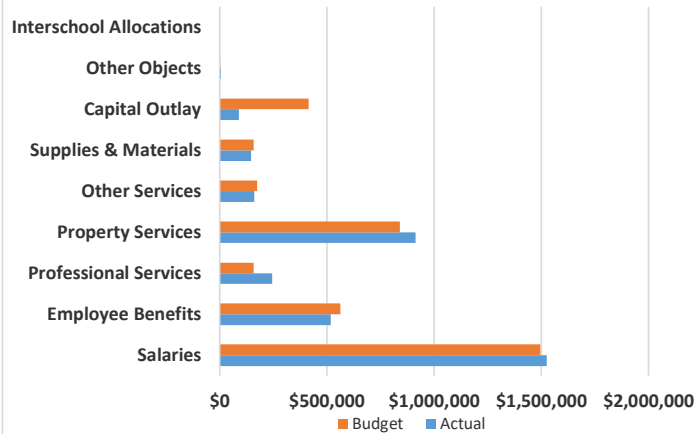
**QTD Expenditures by Program**



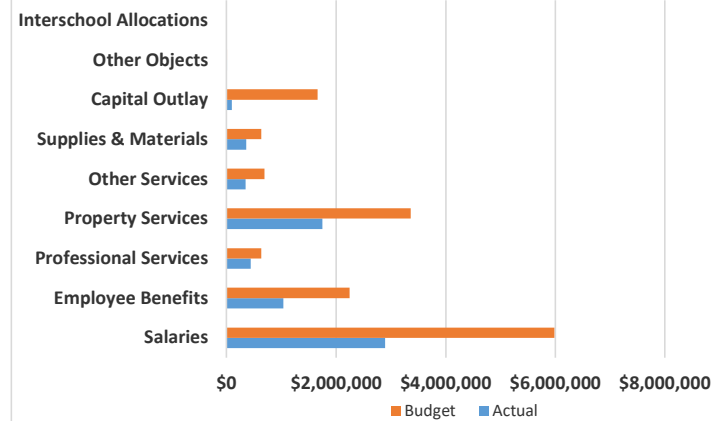
**YTD Expenditures by Program**



**QTD Expenditures by Object**



**YTD Expenditures by Object**



**Monument Academy**  
**Quarterly Financial Summary**  
**PreSchool Fund**  
**12/31/2023**

	FY 23-24 SECOND QUARTER				FY 23-24 YEAR-TO-DATE				FY 22-23 2nd Quarter	Footnotes
	2nd QUARTER	1/4 x Annual		%	YTD	Annual		Percentage	YTD	
	Actual	Budget	Variance	Used	Actual	Budget	Variance	Recvd or Used	Actual	
<b>Revenues</b>										
Local Revenue	115,518	134,150	(18,632)	86.11%	257,622	536,600	(278,978)	48.01%	290,731	
State Revenue	18,307	0	18,307	N/A	52,516	0	52,516	N/A	0	
<b>Total Revenues</b>	\$ 133,825	\$ 134,150	\$ (325)	99.76%	\$ 310,137	\$ 536,600	\$ (226,463)	57.80%	\$ 290,731	
<b>Expenditures</b>										
Salaries	81,555	72,763	(8,792)	112.08%	137,986	291,050	153,064	47.41%	90,913	(1)
Employee Benefits	41,630	26,297	(15,333)	158.31%	58,464	105,186	46,722	55.58%	24,215	
Professional Services	5,307	0	(5,307)	N/A	5,307	0	(5,307)	N/A	0	
Property Services	7,500	11,250	3,750	66.67%	15,000	45,000	30,000	33.33%	15,000	
Other Services	0	0	0	N/A	0	0	0	N/A	6,706	
Supplies & Materials	13,421	8,000	(5,421)	167.76%	20,394	32,000	11,606	63.73%	0	
Equipment	(16,234)	8,250	24,484	-196.78%	15,304	33,000	17,696	46.38%	0	
Other Objects	0	11,813	11,813	0.00%	0	47,250	47,250	0.00%	0	
<b>Total Expenditures</b>	\$ 133,179	\$ 138,373	\$ 5,194	96.25%	\$ 252,455	\$ 553,486	\$ 301,031	45.61%	\$ 136,834	
<b>Other Financing Uses</b>										
Transfers Out	0	0	0	N/A	0	0	0	N/A	0	
<b>Total Other Financing Uses</b>	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	\$ -	N/A	\$ -	
<b>Income (Loss)</b>	\$ 646	\$ (4,223)	\$ 4,869		\$ 57,682	\$ (16,886)	\$ 74,568	-341.60%	\$ 153,897	
<b>Audited/Estimated Fund Balance, Beginning of Year</b>					99,146	100,000			76,600	
<b>Fund Balance, End of Period</b>					\$ 156,828	\$ 83,114	\$ 74,568		\$ 230,497	

<b>Cash in Bank - Integrity</b>	<b>\$ 200,349</b>
---------------------------------	-------------------

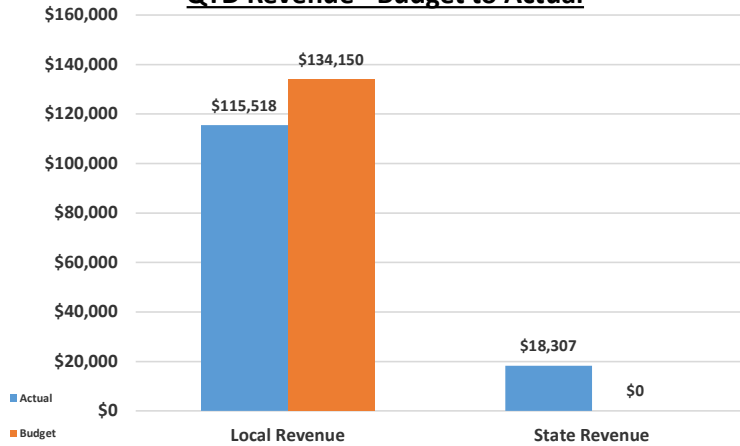
**Footnotes:**

- (1) Preschool Salaries & Benefits were slightly high for the month and are below budget year to date.
- (2) Supplies & Materials are high for MTD and high YTD due to preschool grant expenditures.
- (3) Total expenditures for the quarter (96.25%) & YTD (45.6%) are below budget due to grant expenditures. This was corrected w/ revised budget.

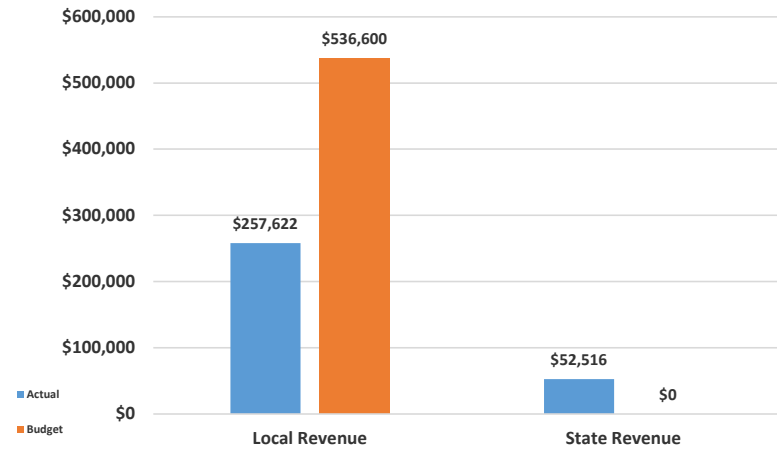
**Monument Academy**  
**Quarterly Financial Summary**  
**Preschool Fund**  
**12/31/2023**

**PreSchool Fund**

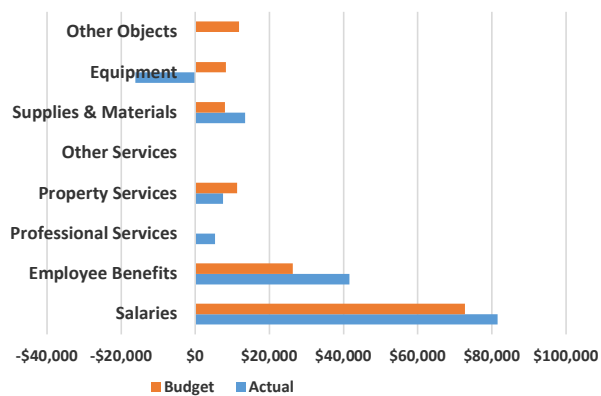
**QTD Revenue - Budget to Actual**



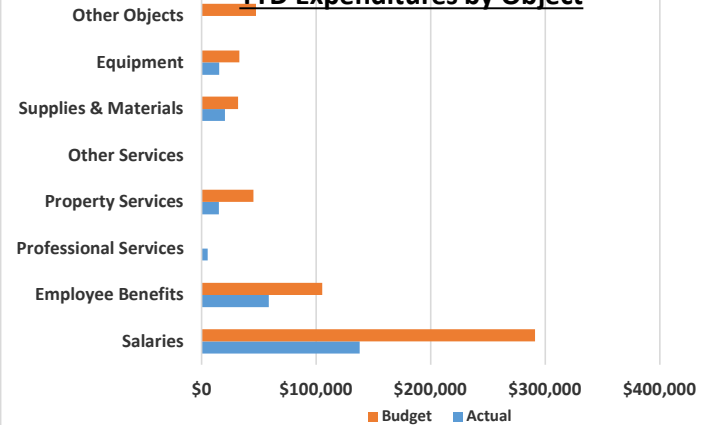
**YTD Revenue - Budget to Actual**



**QTD Expenditures by Object**



**YTD Expenditures by Object**



**Monument Academy**  
**Quarterly Financial Summary**  
**Facilities Corp Fund**  
**12/31/2023**

	FY 23-24 SECOND QUARTER				FY 23-24 YEAR-TO-DATE				FY 22-23 2nd Quarter	Footnotes
	2nd QUARTER Actual	1/4 x Annual Budget	Variance	% Used	YTD Actual	Annual Budget	Variance	Percentage Recvd or Used	YTD Actual	
<b>Revenues</b>										
Interest Income	16,779	0	16,779	N/A	35,573	0	35,573	N/A	12,435	
Lease Income - Intercept 2019	233,034	231,250	1,784	100.77%	466,019	925,000	(458,981)	50.38%	464,969	
<b>Total Revenues</b>	\$ 249,813	\$ 231,250	\$ 18,563	108.03%	\$ 501,592	\$ 925,000	\$ (423,408)	54.23%	\$ 477,404	
<b>Expenditures</b>										
Salaries	0	0	0	N/A	0	0	0	N/A	0	
Employee Benefits	0	0	0	N/A	0	0	0	N/A	0	
Professional Services	0	1,250	1,250	0.00%	0	5,000	5,000	0.00%	0	
Property Services	0	0	0	N/A	0	0	0	N/A	0	
Other Services	0	0	0	N/A	0	0	0	N/A	0	
Supplies & Materials	0	0	0	N/A	0	0	0	N/A	0	
Interest - 2014 Bonds	230,469	112,885	(117,584)	204.16%	230,469	451,538	221,069	51.04%	239,469	(1)
Principal - 2014 Bonds	0	117,500	117,500	0.00%	470,000	470,000	0	100.00%	0	(2)
<b>Total Expenditures</b>	\$ 230,469	\$ 231,635	\$ 1,166	99.50%	\$ 700,469	\$ 926,538	\$ 226,069	75.60%	\$ 239,469	
<b>Other Financing Uses</b>										
Transfers Out	0	0	0	N/A	0	0	0	N/A	0	
<b>Total Other Financing Uses</b>	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	\$ -	N/A	\$ -	
<b>Income (Loss)</b>	\$ 19,344	\$ (385)	\$ 19,729		\$ (198,877)	\$ (1,538)	\$ (197,339)	12930.88%	\$ 237,935	
<b>Audited/Estimated Fund Balance, Beginning of Year</b>					1,613,136	1,600,000			1,561,374	
<b>Fund Balance, End of Period</b>					\$ 1,414,259	\$ 1,598,462	\$ (197,339)		\$ 1,799,309	

Cash in Bank	6/30/23	12/31/23
Bond Principal Fund - 2014	365,055	141,534
Bond Interest Fund - 2014	188,214	223,571
Bond Reserve Fund - 2014	939,040	939,436
Bond R&R Fund - 2014	120,888	123,706
<b>Total Cash in Bank</b>	<b>\$1,613,197</b>	<b>\$1,428,247</b>

**Footnotes:**

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

**Monument Academy**  
**Quarterly Financial Summary**  
**Foundation Fund**  
**12/31/2023**

	FY 23-24 SECOND QUARTER				FY 23-24 YEAR-TO-DATE				FY 22-23 2nd Quarter	Footnotes
	2nd QUARTER Actual	1/4 x Annual Budget	Variance	% Used	YTD Actual	Annual Budget	Variance	Percentage Recvd or Used	YTD Actual	
<b>Revenues</b>										
Interest Income	20,612	0	20,612	N/A	37,055	0	37,055	N/A	20,522	
Lease Income Intercept - 2019 Bonds	458,375	462,500	(4,125)	99.11%	916,750	1,850,000	(933,250)	49.55%	915,719	
<b>Total Revenues</b>	\$ 478,987	\$ 462,500	\$ 16,487	103.56%	\$ 953,805	\$ 1,850,000	\$ (896,195)	51.56%	\$ 936,241	
<b>Expenditures</b>										
Salaries	0	0	0	N/A	0	0	0	N/A	0	
Employee Benefits	0	0	0	N/A	0	0	0	N/A	0	
Professional Services	990	750	(240)	132.01%	1,430	3,000	1,570	47.66%	0	
Property Services	0	0	0	N/A	0	0	0	N/A	0	
Other Services	0	0	0	N/A	0	0	0	N/A	0	
Supplies & Materials	0	0	0	N/A	0	0	0	N/A	0	
Interest - 2019 Bonds	714,250	357,125	(357,125)	200.00%	714,250	1,428,500	714,250	50.00%	725,719	(1)
Principal - 2019 Bonds	0	101,250	101,250	0.00%	0	405,000	405,000	0.00%	0	
<b>Total Expenditures</b>	\$ 715,240	\$ 459,125	\$ (256,115)	155.78%	\$ 715,680	\$ 1,836,500	\$ 1,120,820	38.97%	\$ 725,719	
<b>Other Financing Uses</b>										
Transfers Out	0	0	0	N/A	(60,965)	0	0	N/A	0	
<b>Total Other Financing Uses</b>	\$ -	\$ -	\$ -	N/A	\$ (60,965)	\$ -	\$ 60,965	N/A	\$ -	
<b>Income (Loss)</b>	\$ (236,253)	\$ 3,375	\$ (239,628)		\$ 177,161	\$ 13,500	\$ 285,591	1312.30%	\$ 210,522	
<b>Audited/Estimated Fund Balance, Beginning of Year</b>					1,132,396	1,200,000			1,180,688	
<b>Fund Balance, End of Period</b>					\$ 1,309,557	\$ 1,213,500	\$ 285,591		\$ 1,391,210	

Cash in Bank	6/30/23	12/31/23
Integrity Checking MAF	1,758	17,667
Bond Principal Fund - 2019	41,276	239,503
Bond Interest Fund - 2019	172,481	127,514
Bond Reserve Fund - 2019	916,883	940,774
<b>Total Cash in Bank</b>	<b>\$1,132,398</b>	<b>\$1,325,458</b>

**Footnotes:**

(1) Interest on the 2019 bonds is paid in Q2 & Q4.

**Monument Academy**  
**Quarterly Financial Summary**  
**Student Activity Fund**  
**12/31/2023**

	FY 23-24 SECOND QUARTER				FY 23-24 YEAR-TO-DATE				FY 22-23 2nd Quarter	Footnotes
	2nd QUARTER	1/4 x Annual		%	YTD	Annual	Percentage		YTD	
	Actual	Budget	Variance	Used	Actual	Budget	Variance	Recvd or Used	Actual	
<b>Revenues</b>										
Local Revenue	83,000	75,000	8,000	110.67%	142,549	300,000	(157,451)	47.52%	77,847	
State Revenue	0	0	0	N/A	0	0	0	N/A	0	
<b>Total Revenues</b>	\$ 83,000	\$ 75,000	\$ 8,000	110.67%	\$ 142,549	\$ 300,000	\$ (157,451)	47.52%	\$ 77,847	
<b>Expenditures</b>										
Salaries	0	0	0	N/A	0	0	0	N/A	0	
Employee Benefits	0	0	0	N/A	0	0	0	N/A	0	
Professional Services	0	0	0	N/A	0	0	0	N/A	0	
Property Services	0	0	0	N/A	0	0	0	N/A	0	
Other Services	0	0	0	N/A	0	0	0	N/A	0	
Supplies & Materials	66,165	75,000	8,835	88.22%	105,794	300,000	194,206	35.26%	98,594	(1)
Equipment	0	0	0	N/A	0	0	0	N/A	0	
Other Objects	0	0	0	N/A	0	0	0	N/A	0	
<b>Total Expenditures</b>	\$ 66,165	\$ 75,000	\$ 8,835	88.22%	\$ 105,794	\$ 300,000	\$ 194,206	35.26%	\$ 98,594	
<b>Other Financing Uses</b>										
Transfers Out	0	0	0	N/A			0	N/A		
<b>Total Other Financing Uses</b>	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	\$ -	N/A	\$ -	
<b>Income (Loss)</b>	\$ 16,835	\$ -	\$ 16,835		\$ 36,755	\$ -	\$ 36,755	N/A	\$ (20,747)	
<b>Audited/Estimated Fund Balance, Beginning of Year</b>					110,484	110,000			123,144	
<b>Fund Balance, End of Period</b>					\$ 147,239	\$ 110,000	\$ 36,755		\$ 102,397	
<b>Cash in Bank - Integrity</b>			<b>\$ 149,121</b>							

**Footnotes:**

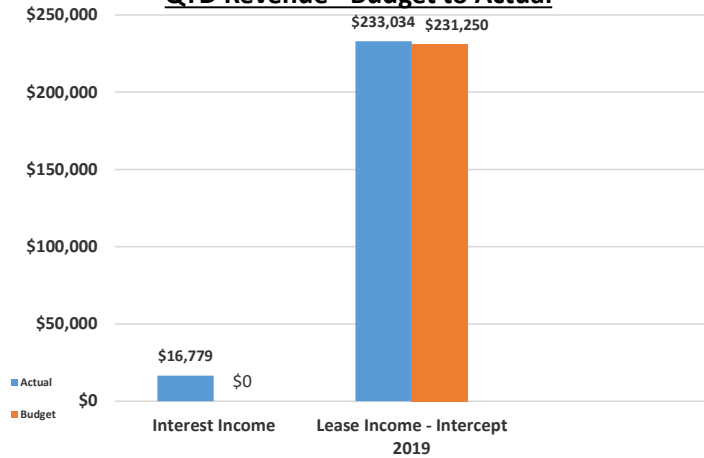
(1) Expenditures are significantly below budget due to slow summer activity.



**Monument Academy**  
**Quarterly Financial Summary**  
**Special Revenue Funds**  
**12/31/2023**

**Facilities Corp Fund**

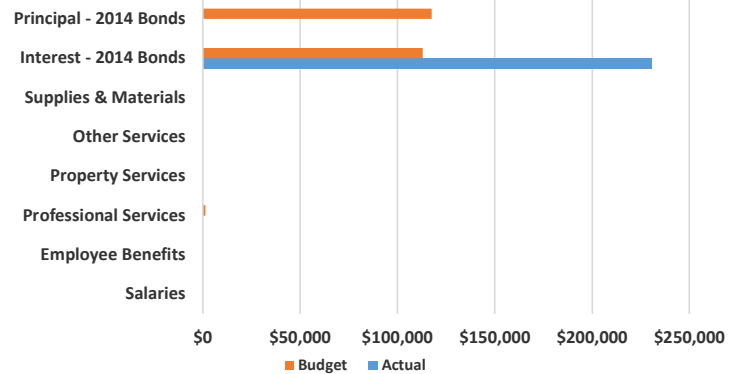
**QTD Revenue - Budget to Actual**



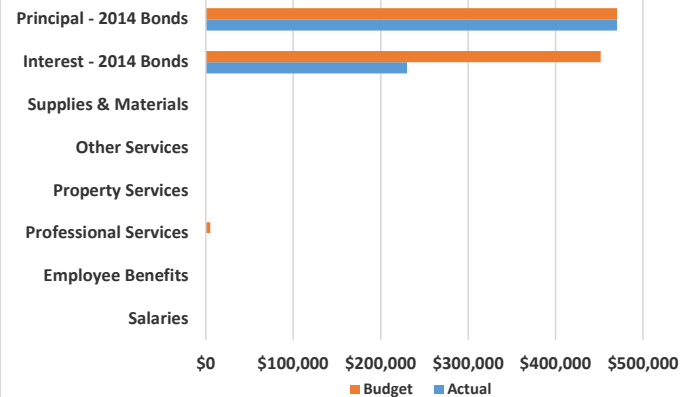
**YTD Revenue - Budget to Actual**



**QTD Expenditures by Object**



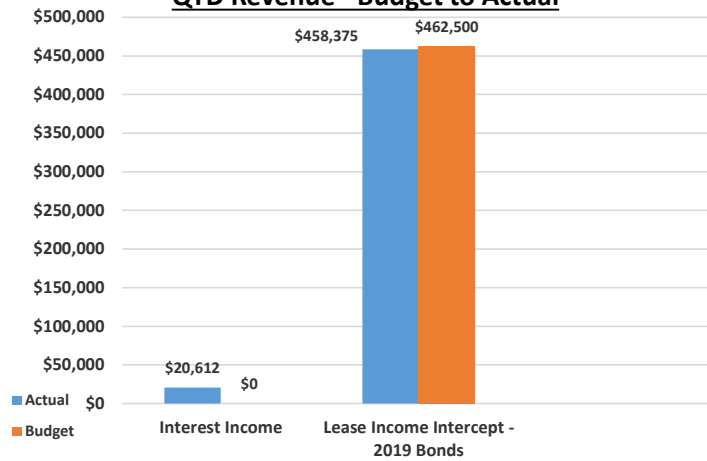
**YTD Expenditures by Object**



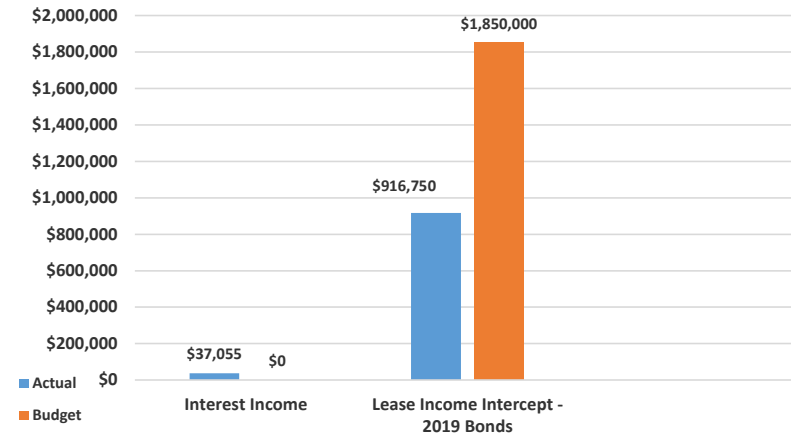
**Monument Academy**  
**Quarterly Financial Summary**  
**Special Revenue Funds**  
**12/31/2023**

**Foundation Fund**

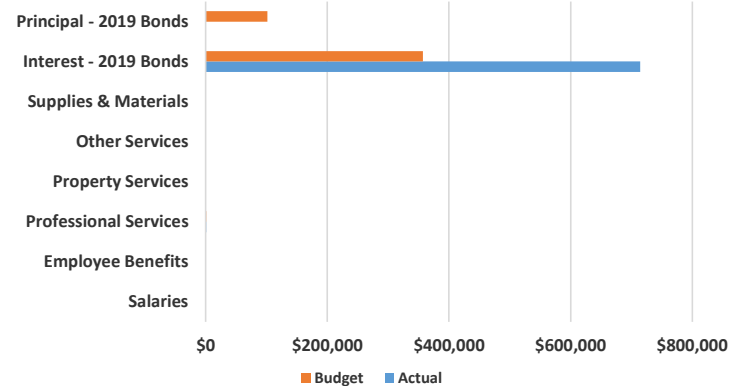
**QTD Revenue - Budget to Actual**



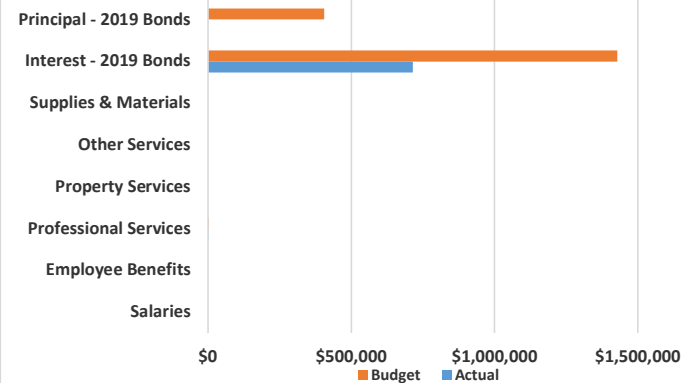
**YTD Revenue - Budget to Actual**



**QTD Expenditures by Object**



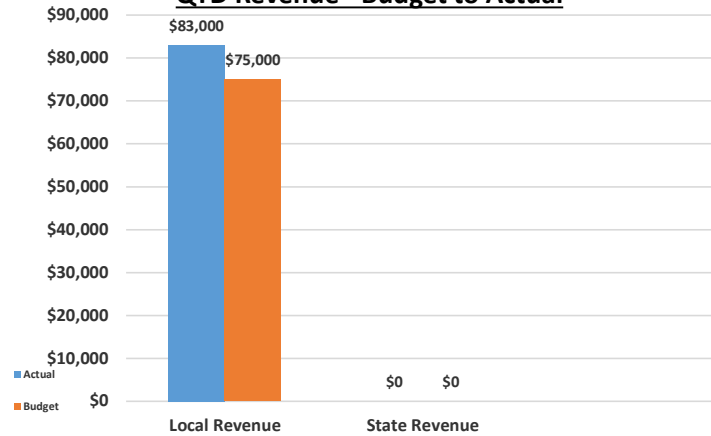
**YTD Expenditures by Object**



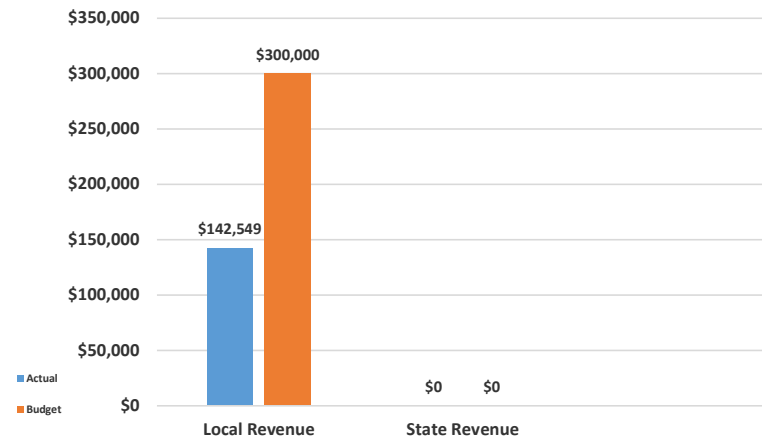
**Monument Academy**  
**Quarterly Financial Summary**  
**Special Revenue Funds**  
**12/31/2023**

**Student Activity Fund**

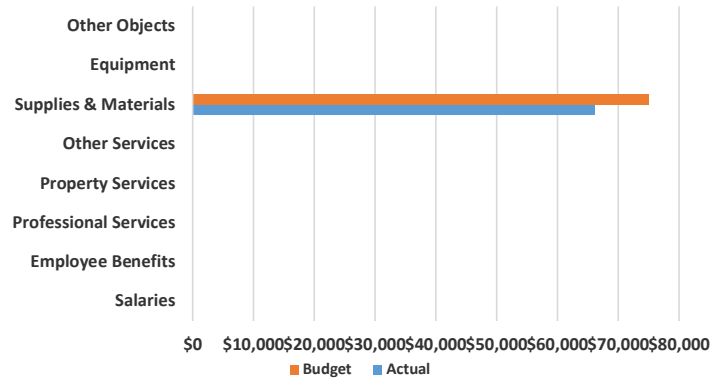
**QTD Revenue - Budget to Actual**



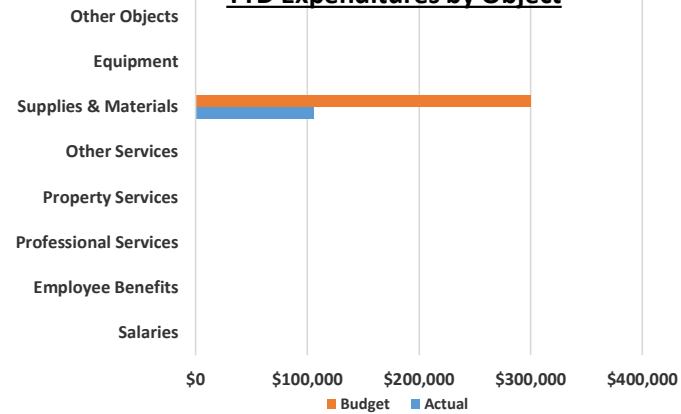
**YTD Revenue - Budget to Actual**



**QTD Expenditures by Object**



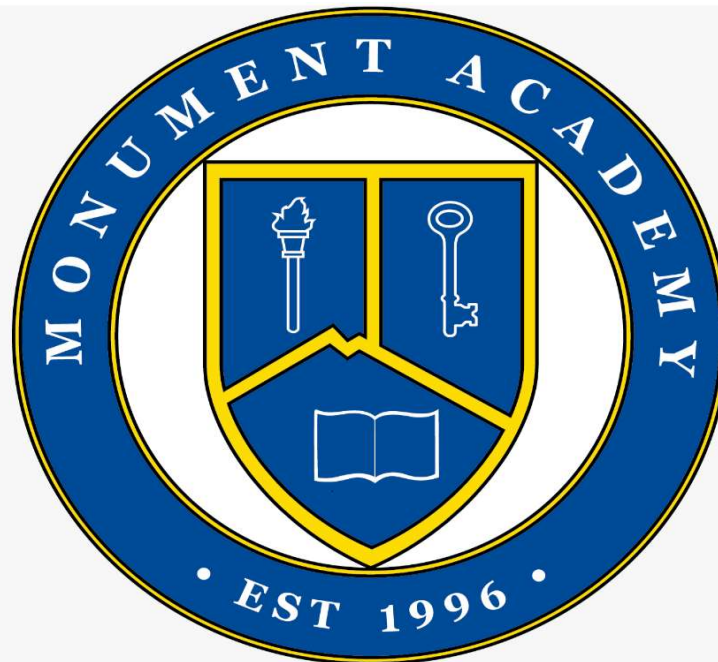
**YTD Expenditures by Object**



**Monument Academy**

**Optional Supplemental Information**

**Fiscal Year 2023-24**



# Monument Academy

## School Financials

### General Fund

9/30/2023

	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
Beginning Fund Balance	\$2,143,761	790,778			\$649,094				\$0			\$2,792,855
Revenues												
Property Taxes - MLO	114,075	360,308	246,233	31.66%	77,611	245,330	167,719	31.64%	23,010	72,553	49,543	31.71%
Earnings on Investments	57,364	100,000	42,636	57.36%	35,447	100,000	64,553	35.45%	13,617	25,000	11,383	54.47%
Instructional Materials Fees	183,407	100,160	(83,247)	183.11%	105,065	113,715	8,650	92.39%	39,588	33,630	(5,958)	117.72%
Comm Svcs/Athletics Fees	23,183	45,000	21,817	51.52%	7,514	46,602	39,088	16.12%	17,978	37,720	19,742	47.66%
Other Local Revenues	59,130	141,500	82,370	41.79%	1,145	71,200	70,055	1.61%	85,183	276,387	191,204	30.82%
Total Local Revenues	437,159	746,968	309,809	58.52%	226,781	576,847	350,066	39.31%	179,375	445,290	265,915	40.28%
Per-Pupil Funding	2,934,652	5,910,396	2,975,744	49.65%	1,996,567	4,024,314	2,027,747	49.61%	591,946	1,190,148	598,202	49.74%
Capital Construction Funds	119,589	235,790	116,201	50.72%	75,470	159,871	84,401	47.21%	26,471	47,400	20,929	55.85%
Education of the Handicapped	0	51,488	51,488	0.00%	0	35,058	35,058	0.00%	0	10,368	10,368	0.00%
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	200,000	200,000	0.00%	0	0	0	N/A	0	0	0	N/A
Other State Revenue	0	52,146	52,146	0.00%	0	0	0	N/A	0	0	0	N/A
Total State Revenues	3,054,241	6,499,820	3,445,579	46.99%	2,072,037	4,219,243	2,147,206	49.11%	618,417	1,247,916	629,499	49.56%
Other Federal Revenue	0	369,486	369,486	0.00%	0	242,292	242,292	0.00%	0	82,013	82,013	0.00%
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	369,486	369,486	0.00%	0	242,292	242,292	0.00%	0	82,013	82,013	0.00%
	\$3,491,400	\$8,407,052	\$4,124,874	41.53%	\$2,298,819	\$5,038,382	\$2,739,563	45.63%	\$797,792	\$1,775,219	\$977,427	44.94%
									\$6,588,011			
Instruction (1000s)												
Salaries	994,821	2,098,290	1,103,469	47.41%	477,872	1,125,027	647,155	42.48%	288,255	500,257	212,002	57.62%
Employee Benefits	389,524	940,590	551,066	41.41%	180,803	385,670	204,867	46.88%	104,463	168,714	64,251	61.92%
Purch Svcs	7,200	0	(7,200)	N/A	0	0	0	N/A	0	0	0	N/A
Other Exp	446	2,625	2,179	16.99%	47	3,375	3,328	1.39%	1,037	1,125	88	92.14%
Supplies & Materials	92,959	121,300	28,341	76.64%	13,858	37,125	23,267	37.33%	34,009	58,805	24,796	57.83%
Capital Outlay	25,107	215,000	189,893	11.68%	0	180,000	180,000	0.00%	0	60,000	60,000	0.00%
Total Instruction	1,510,057	3,377,805	1,867,748	44.71%	672,580	1,731,197	1,058,617	38.85%	427,764	788,901	361,137	54.22%
Special Education (1700s)												
Salaries	68,592	122,670	54,078	55.92%	23,318	79,100	55,782	29.48%	53,293	46,200	(7,093)	115.35%
Employee Benefits	18,776	46,054	27,278	40.77%	9,506	30,956	21,450	30.71%	18,996	17,279	(1,717)	109.94%
Purch Svcs	31,660	50,000	18,340	63.32%	0	5,000	5,000	0.00%	12,169	10,000	(2,169)	121.69%
Other Exp	30,214	62,200	31,986	48.58%	19,067	38,400	19,333	49.65%	6,688	14,440	7,752	46.31%
Supplies & Materials	1,325	5,000	3,675	26.49%	0	500	500	0.00%	60	1,000	940	6.00%
Capital Outlay	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Total Special Education	150,566	285,924	135,358	52.66%	51,892	153,956	102,064	33.71%	91,205	88,919	(2,286)	102.57%
Athletics/Co-Curricular (1800s)												
Salaries	0	30,000	30,000	0.00%	20,250	27,000	6,750	75.00%	5,500	21,000	15,500	26.19%
Employee Benefits	0	6,855	6,855	0.00%	5,101	6,170	1,069	82.67%	1,258	4,799	3,541	26.22%
Purch Svcs	0	0	0	N/A	3,062	10,645	7,583	28.76%	818	13,200	12,382	6.20%
Other Exp	0	0	0	N/A	75	5,000	4,925	1.50%	750	0	(750)	N/A
Supplies & Materials	0	0	0	N/A	1,613	0	(1,613)	N/A	64	6,000	5,936	1.07%
Capital Outlay	0	0	0	N/A	0	0	0	N/A	3,000	0	(3,000)	N/A
Total Athletics/Cocurricu	0	36,855	36,855	0.00%	30,101	48,815	18,714	61.66%	11,391	44,999	33,608	25.31%
Pupil Support Svcs												
Salaries	67,195	129,500	62,305	51.89%	15,268	39,900	24,632	38.27%	45,913	93,300	47,387	49.21%
Employee Benefits	22,099	47,512	25,413	46.51%	3,641	14,719	11,078	24.73%	11,310	33,081	21,771	34.19%
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	91,076	179,012	87,936	50.88%	18,909	54,619	35,710	34.62%	58,700	129,581	70,881	45.30%

**Monument Academy**

School Financials

General Fund

9/30/2023

	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	132,227	241,950	109,723	54.65%	11,725	0	(11,725)	N/A	40,817	145,600	104,783	28.03%
Employee Benefits	43,020	77,688	34,668	55.38%	3,900	0	(3,900)	N/A	14,590	45,029	30,439	32.40%
Purch Svcs	40,302	45,000	4,698	89.56%	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	30,973	63,011	32,038	49.16%	0	0	0	N/A	6,115	16,000	9,885	38.22%
Capital Outlay	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Interschool Allocations		0	0	N/A	45,546	159,468	113,922	28.56%	(45,546)	(159,468)	(113,922)	28.56%
Total Instr Staff Services	246,522	427,649	181,127	57.65%	61,172	159,468	98,296	38.36%	15,975	47,161	31,186	33.87%
<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	65,713	120,500	54,787	54.53%	0	0	0	N/A	32,807	62,550	29,743	52.45%
Other Exp	102,375	214,756	112,381	47.67%	0	0	0	N/A	90,300	199,960	109,660	45.16%
Supplies & Materials	7,465	17,000	9,535	43.91%	0	0	0	N/A	5,925	5,000	(925)	118.49%
Capital Outlay	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Dues & Fees	6,500	8,000	1,500	81.25%	0	0	0	N/A	54	500	446	10.80%
Interschool Allocations	0	0	0	81.25%	95,566	206,839	111,273	46.20%	(95,566)	(206,839)	(111,273)	46.20%
Total General Admin	182,053	360,256	178,203	50.53%	95,566	206,839	111,273	46.20%	33,519	61,171	27,652	54.80%
<b>School Administration</b>												
Salaries	161,297	329,780	168,483	48.91%	111,581	250,700	139,119	44.51%	101,104	176,725	75,621	57.21%
Employee Benefits	63,241	107,279	44,038	58.95%	33,388	79,130	45,742	42.19%	34,072	56,625	22,553	60.17%
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	226,549	448,059	221,511	50.56%	145,129	333,330	188,201	43.54%	143,217	244,350	101,133	58.61%
<b>Business Services</b>												
Salaries	67,222	103,725	36,503	64.81%	0	0	0	N/A	19,395	23,500	4,105	82.53%
Employee Benefits	18,887	26,224	7,337	72.02%	0	0	0	N/A	5,705	7,611	1,906	74.96%
Purch Svcs	44,035	91,285	47,250	48.24%	0	0	0	N/A	28,039	45,407	17,368	61.75%
Other Exp	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Supplies & Materials	0	4,000	4,000	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
Interschool Allocations	0	0	0	N/A	39,341	59,439	20,098	66.19%	(39,341)	(59,439)	(20,098)	66.19%
Total Business Services	130,144	225,234	95,090	57.78%	39,341	59,439	20,098	66.19%	13,799	17,579	3,780	78.50%
<b>Facilities &amp; Transportation</b>												
Salaries	39,522	81,800	42,278	48.32%	0	0	0	N/A	27,988	58,800	30,812	47.60%
Employee Benefits	12,451	28,773	16,322	43.27%	0	0	0	N/A	11,024	25,757	14,733	42.80%
Purch Svcs	43,761	10,500	(33,261)	416.77%	8,030	0	(8,030)	N/A	20,746	14,300	(6,446)	145.08%
Purch Prof Svcs/Utilities	607,023	1,217,293	610,270	49.87%	0	0	0	N/A	1,145,804	2,142,246	996,442	53.49%
Other Exp	11,853	25,000	13,147	47.41%	0	0	0	N/A	11,886	20,000	8,114	59.43%
Supplies & Materials	60,776	122,000	61,224	49.82%	0	0	0	N/A	46,742	102,000	55,258	45.83%
Capital Outlay	58,255	1,112,000	1,053,745	5.24%	0	0	0	N/A	893	86,000	85,107	1.04%
Interschool Allocations	0	0	0	N/A	936,630	1,890,120	953,490	49.55%	(936,630)	(1,890,120)	(953,490)	49.55%
Total Facilities	833,642	2,597,366	1,763,724	32.10%	944,661	1,890,120	945,459	49.98%	328,454	558,983	230,529	58.76%
<b>Central Services</b>												
Salaries	91,048	188,300	97,252	48.35%	0	0	0	N/A	33,246	69,400	36,154	47.90%
Employee Benefits	23,999	63,548	39,549	37.77%	0	0	0	N/A	8,982	25,184	16,202	35.67%
Purch Svcs	56,558	103,044	46,486	54.89%	0	0	0	N/A	42,116	42,590	474	98.89%
Purch Prof Svcs/Utilities	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A
Other Exp	40,103	67,000	26,897	59.86%	0	0	0	N/A	30,771	41,000	10,229	75.05%
Supplies & Materials	38,744	42,000	3,256	92.25%	0	0	0	N/A	14,648	15,000	352	97.65%
Capital Outlay	4,821	5,000	179	96.42%	0	0	0	N/A	763	1,000	237	76.27%
Interschool Allocations		0	0	N/A	96,633	149,857	53,224	64.48%	(96,633)	(149,857)	(53,224)	64.48%
Total Central Services	255,274	468,892	213,618	54.44%	96,633	149,857	53,224	64.48%	33,894	44,317	10,423	76.48%
<b>Total Expenditures</b>	\$3,625,882	\$8,407,052	\$4,781,170	43.13%	\$2,155,984	\$4,787,640	\$2,631,656	45.03%	\$1,157,917	\$2,025,961	\$868,044	57.15%
									\$6,939,784			
<b>Net Income</b>	(134,482)	\$0	(134,482)		142,835	250,742	(107,907)		(360,125)	(250,742)	(109,383)	
												(351,773)
<b>Ending Fund Balance</b>	\$2,009,279				\$791,929				(360,125)			\$2,441,082

**Monument Academy**

**School Financials**

**General Fund**

9/30/2023

	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>Summary by Object</b>												
Salaries	1,621,924	3,326,015	1,704,091	48.76%	660,014	1,521,727	861,713	43.37%	615,512	1,134,782	519,270	54.24%
Employee Benefits	591,997	1,344,523	752,526	44.03%	236,339	516,645	280,306	45.74%	210,402	384,079	173,677	54.78%
Purch Svcs	290,481	425,329	134,848	68.30%	11,092	15,645	4,553	70.90%	137,361	193,047	55,687	71.15%
Purch Prof Svcs/Utilities	607,023	1,217,293	610,270	49.87%	0	0	0	N/A	1,145,804	2,142,246	996,442	53.49%
Other Exp	185,739	371,581	185,842	49.99%	19,189	46,775	27,586	41.02%	142,179	276,525	134,346	51.42%
Supplies & Materials	234,034	381,311	147,277	61.38%	15,632	40,125	24,493	38.96%	110,573	212,505	101,932	52.03%
Capital Outlay	88,183	1,332,000	1,243,817	6.62%	0	180,000	180,000	0.00%	4,655	147,000	142,345	3.17%
Dues & Fees	6,500	9,000	2,500	72.22%	0	1,000	1,000	0.00%	5,148	1,500	(3,648)	343.22%
Interschool Allocations	0	0	0	N/A	1,213,717	2,465,723	1,252,006	49.22%	(1,213,716)	(2,465,723)	(1,252,007)	49.22%
Total Expenditures	\$3,625,882	\$8,407,052	\$4,781,170	43.13%	\$2,155,984	\$4,787,640	\$2,631,656	45.03%	\$1,157,917	\$2,025,961	\$868,044	57.15%
									\$6,939,784	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>



**Monument Academy Charter School, CO**

- 1 Public Finance Authority, Education Revenue Bonds (Monument Academy Foundation Project) Series 2019A,BA, \$28,725,000 Dated: July 9, 2019
- 2 Public Finance Authority, Education Revenue Bonds (Monument Academy Foundation Project) Series 2019A,BB (Federally Taxable), \$225,000 Dated: July 9, 2019
- 3 Colorado Educational and Cultural Facilities Authority Charter School Refunding Revenue Bonds (Monument Academy

**Quarterly unaudited financial information, including student enrollment counts and actual income and expenses as compared to the annual budget, within 45 days of the end of each Fiscal Year quarter**

Series 2019A,B, 2014

**Enrollment by Grade**

Quarter Ended Dec 31, 2023

Grade	Oct Certified Pupil Count		As of 12/31/23	
	Head Count	FTE	Head Count	FTE
Preschool	56	0	53	0
Kindergarten	93	87.12	91	85.12
1st grade	87	87	85	85
2nd grade	101	101	101	101
3rd grade	97	97	97	97
4th grade	94	94	91	91
5th grade	121	121	121	121
6th grade	119	119	119	119
7th grade	144	144	140	140
8th grade	135	135	134	134
9th grade	38	38	38	38
10th grade	29	29	28	28
11th grade	30	30	28	28
12th grade	21	21	21	21
Total Enrollment	1,165.0	1,103.12	1,147.0	1,088.12

\* Preschool Students are not included for state funding.

Series 2019A,B, 2014

**Actual income and expenses as compared to the annual budget**

Quarter Ended Dec 31, 2023

See Full Report



# Monument Academy

A Traditional Education For Modern Times

February 1, 2024

Dear Monument Academy Board of Directors,

The East Campus School Accountability Advisory Committee (SAAC) recently completed the mid-year survey for Middle and High Schools, which provides valuable insight into how parents of Monument Academy Secondary (MA East) students experience their childrens' education. Our committee is pleased to offer recommendations based on our observations of the collected data.

The mid-year survey was open from November 15 through December 1, 2023 and returned 102 responses. Since the survey asked each household to complete a *separate* survey for *each* secondary student in the household, these numbers represent numbers of students about whom responses were given rather than number of respondent households. We appreciate the parents who budgeted time in their schedules to participate. Their feedback is needed and valuable in shaping and strengthening the MA East experience.

Survey questions fell under the basic categories of communication, academic progress, whole person development in areas of character, leadership, and athletics, atmosphere and connectedness, as well as parent volunteering.

Notable areas of strength that presented in the data are:

- Communication between school and families, as well as between students and teachers
- Opportunities for parents' voices to be heard
- Academic progress across core classes
- Students feel safe and connected at school
- Parent/Guardian familiarity with Canvas/Infinite Campus
- Percentage of responses that noted having volunteered this year (74%), additional responses noted a desire to volunteer

Notable areas for growth that presented in the data are:

- Communication between parents/guardians and teachers
- Electives and AP offerings
- Opportunities to develop as an athlete
- Opportunities to develop as a leader
- Students feeling connected to MA East through school spirit and traditions
- Communication about volunteering needs/opportunities and how to log hours



# Monument Academy

A Traditional Education For Modern Times

---

Clarifying and open-ended “Comment” opportunities on the survey returned the following majority common themes that are not represented directly in the main survey questions:

- The need to stabilize teacher positions, especially for some Middle School core classes
- Positivity about ParentSquare as a tool to streamline communications between school and parents/guardians
- The need to leverage ParentSquare fully and train staff and parents to use *all* its available tools to school and families’ best advantage
- The need for all secondary teachers to use Canvas the same way, uniformly and consistently across all courses to make it easier for parents/guardians to track their childrens’ grades and work
- The need for better direct communication avenues between coaches and parents/guardians
- The desire to have our own athletic facilities
- The desire to capitalize and invest more fully in our performing arts programs

In light of the provided data, SAAC East offers the MA Board the following recommendations:

- Continue to focus on attracting and retaining students to increase High School enrollment
- Continue to focus on hiring and retention of quality teaching staff to enhance AP and elective course offerings for Middle School and High School
- Expand administration, staff, and parent/guardian knowledge of how to effectively use *all* of ParentSquare’s tools to improve communication and facilitate parents/guardians’ knowledge and access to volunteer opportunities for the school
- Take steps to assure Canvas is used uniformly and consistently for all secondary courses
- Continue to find ways to build school traditions to create a feeling of connectedness to the school and one another among the student body

While there is always room for growth and improvement, the members of SAAC East are grateful to work with administrators who are engaged and attentive to input from the MA community, and who work tirelessly for the good of our students while placing high value on the role and opinions of MA parents/guardians. It has been our privilege to provide this service to the MA East Administration, Board, and community in an effort to help MA-East continue in its achievement and pursuit of its mission and vision.

Respectfully,

Char Sellers  
Chairperson, MA SAAC East



# 2023-24 MONUMENT ACADEMY Q2 DASHBOARD

- Results from 2023-24 Q2 for metrics included in measuring student academic achievement, academic growth, attendance, and behavior
- Progress toward strategic plan/UIP goals and academic achievement and growth goals

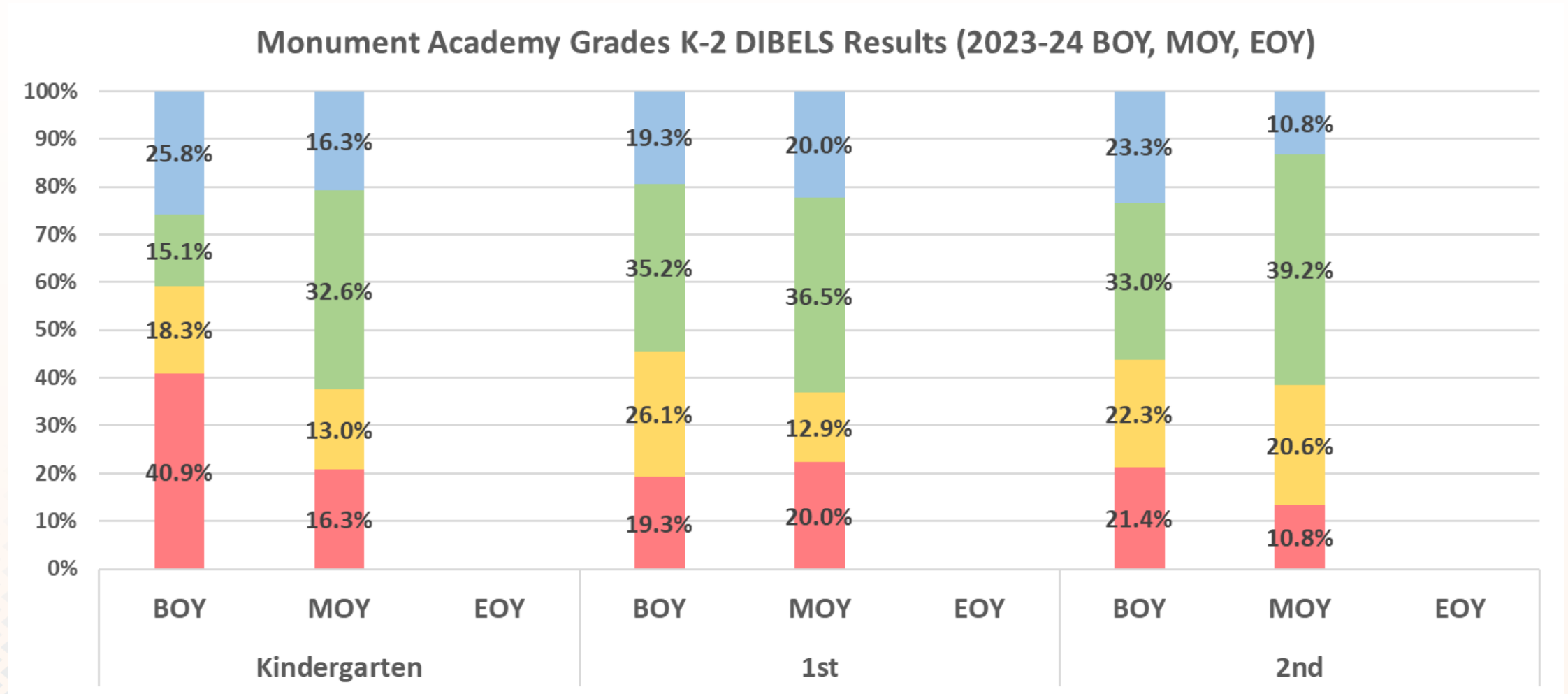
# Mission Statement

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

# ACADEMIC ACHIEVEMENT DIBELS

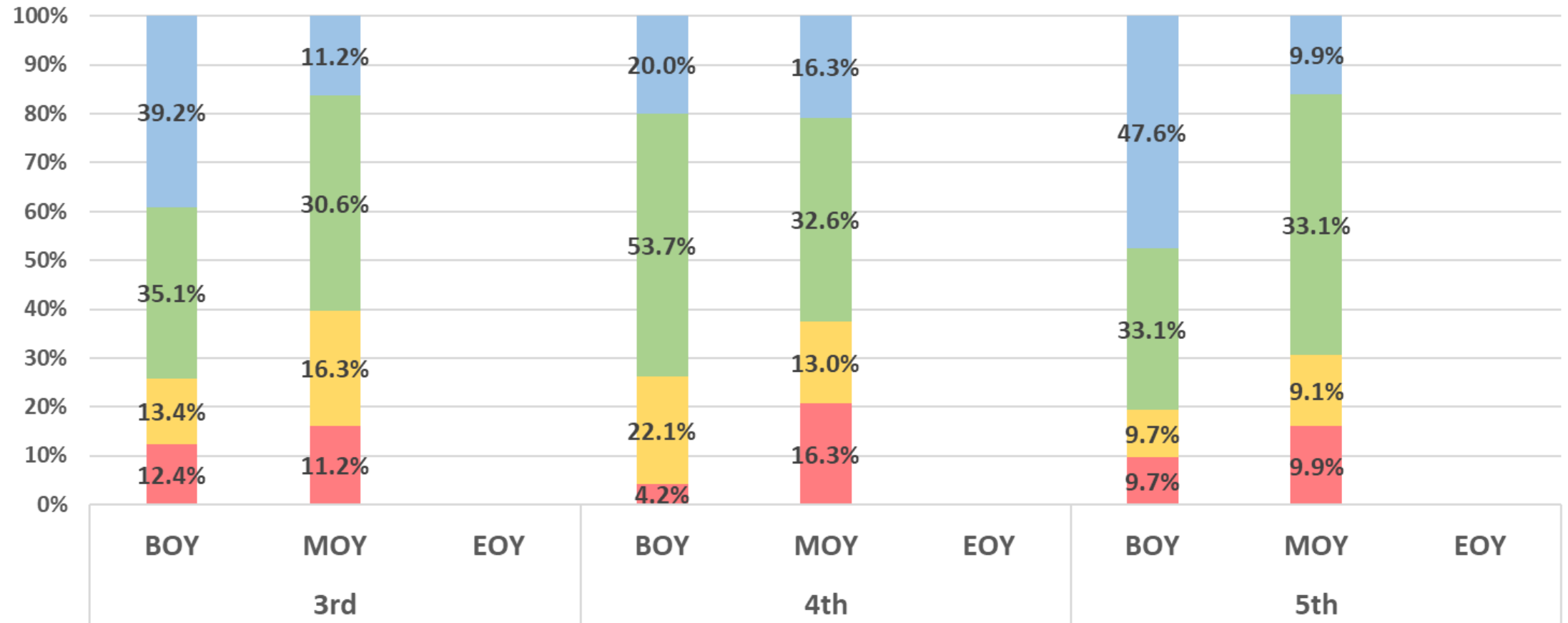


# DIBELS – LOWER ELEMENTARY



# DIBELS – UPPER ELEMENTARY

Monument Academy Grades 3-5 DIBELS Results (2023-24 BOY, MOY, EOY)





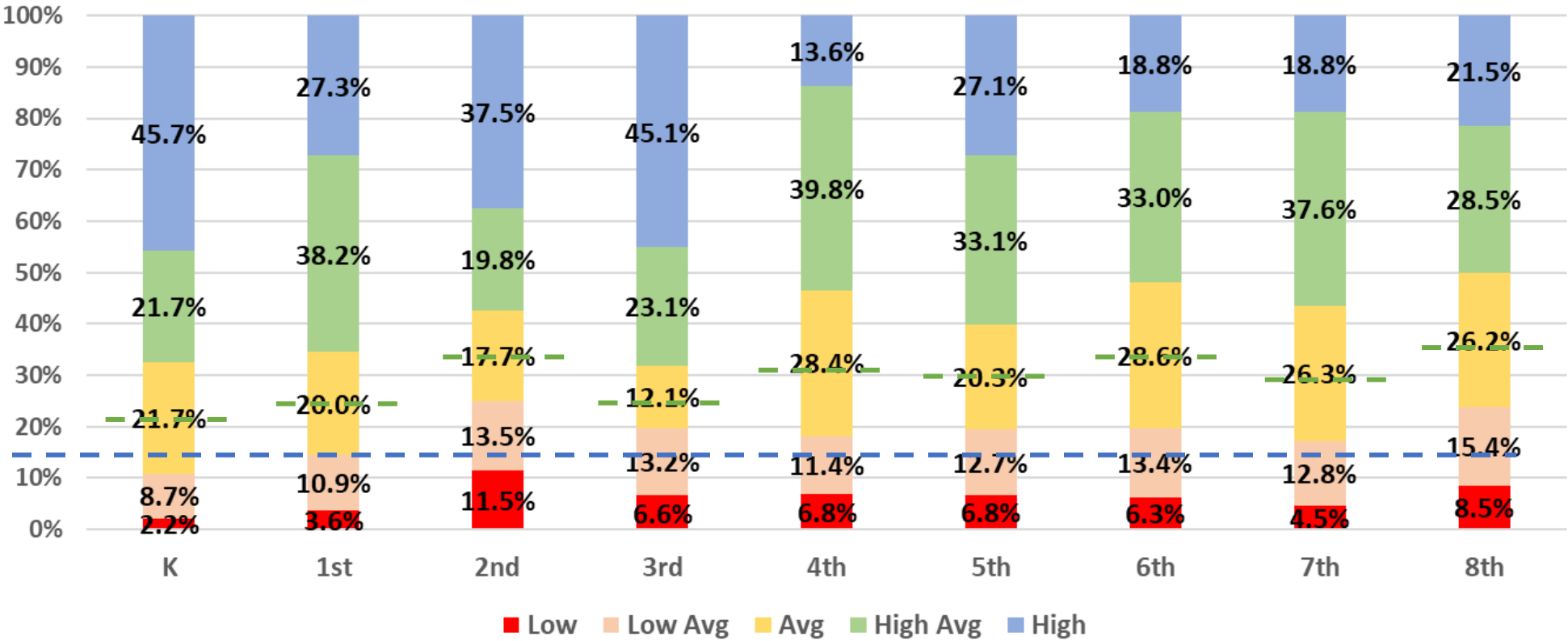
ACADEMIC ACHIEVEMENT  
(% of students scoring in each  
achievement quintile)

NWEA MAP

# ACADEMIC ACHIEVEMENT

READING

% of Monument Academy Elementary Students Scoring in Each Academic Achievement Quintile on NWEA MAP Reading Assessment  
2023-2024 Winter Administration



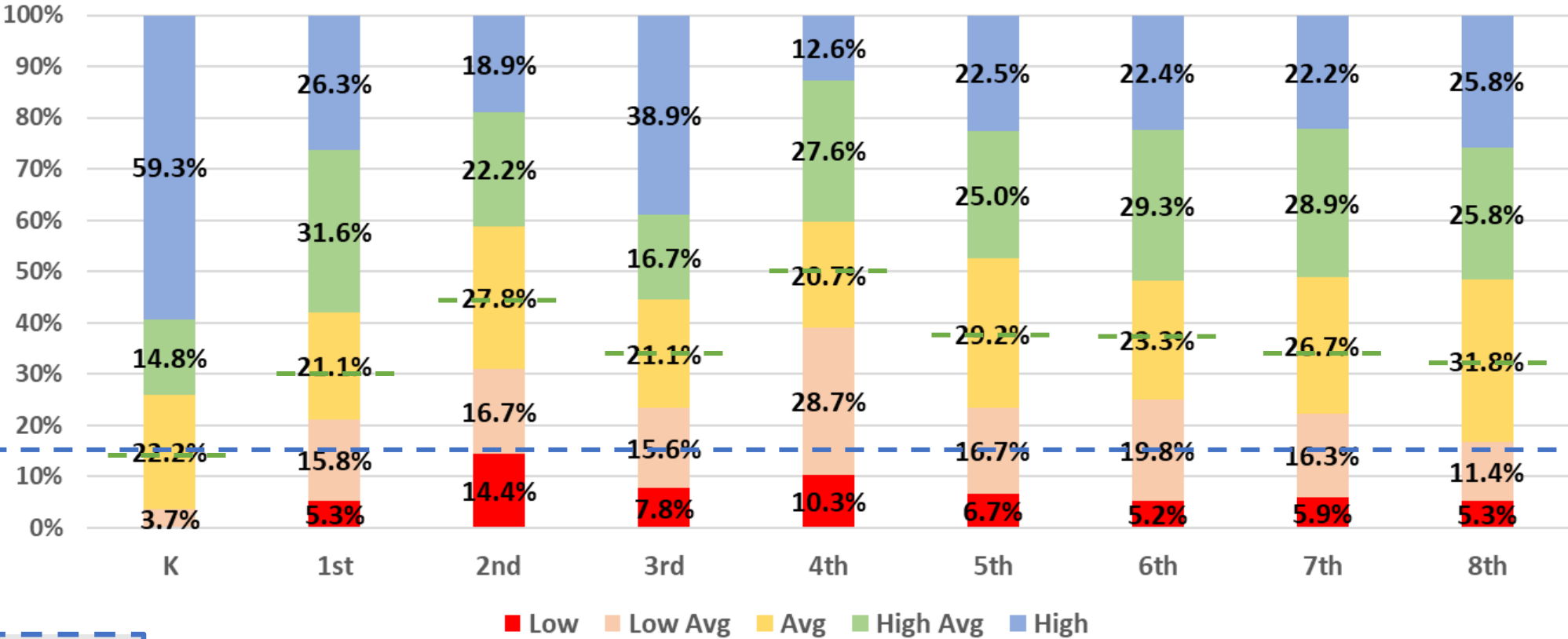
2024-25 EOY Target:  
85% of students will be  
scoring at or above grade  
level performance

# ACADEMIC ACHIEVEMENT

## MATHEMATICS

% of Monument Academy Elementary Students Scoring in Each Academic Achievement Quintile on NWEA MAP Mathematics Assessment  
2023-2024 Winter Administration

Approximate indicator of % of students NOT at grade level performance



2024-25 EOY Target:  
85% of students will be scoring at or above grade level performance

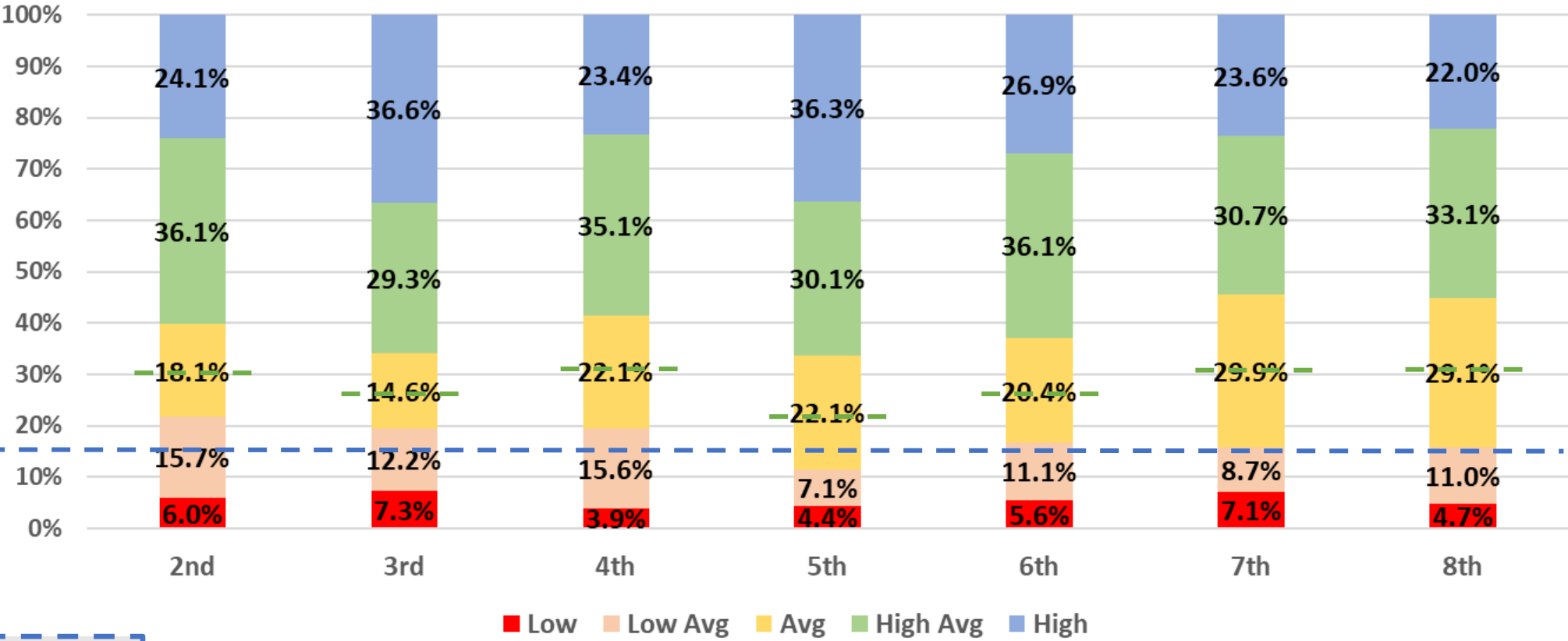
# ACADEMIC ACHIEVEMENT

# LANGUAGE USAGE

% of Monument Academy Elementary Students Scoring in Each Academic Achievement Quintile on NWEA Language Usage MAP Assessment  
2023-2024 Winter Administration

Approximate indicator of % of students NOT at grade level performance

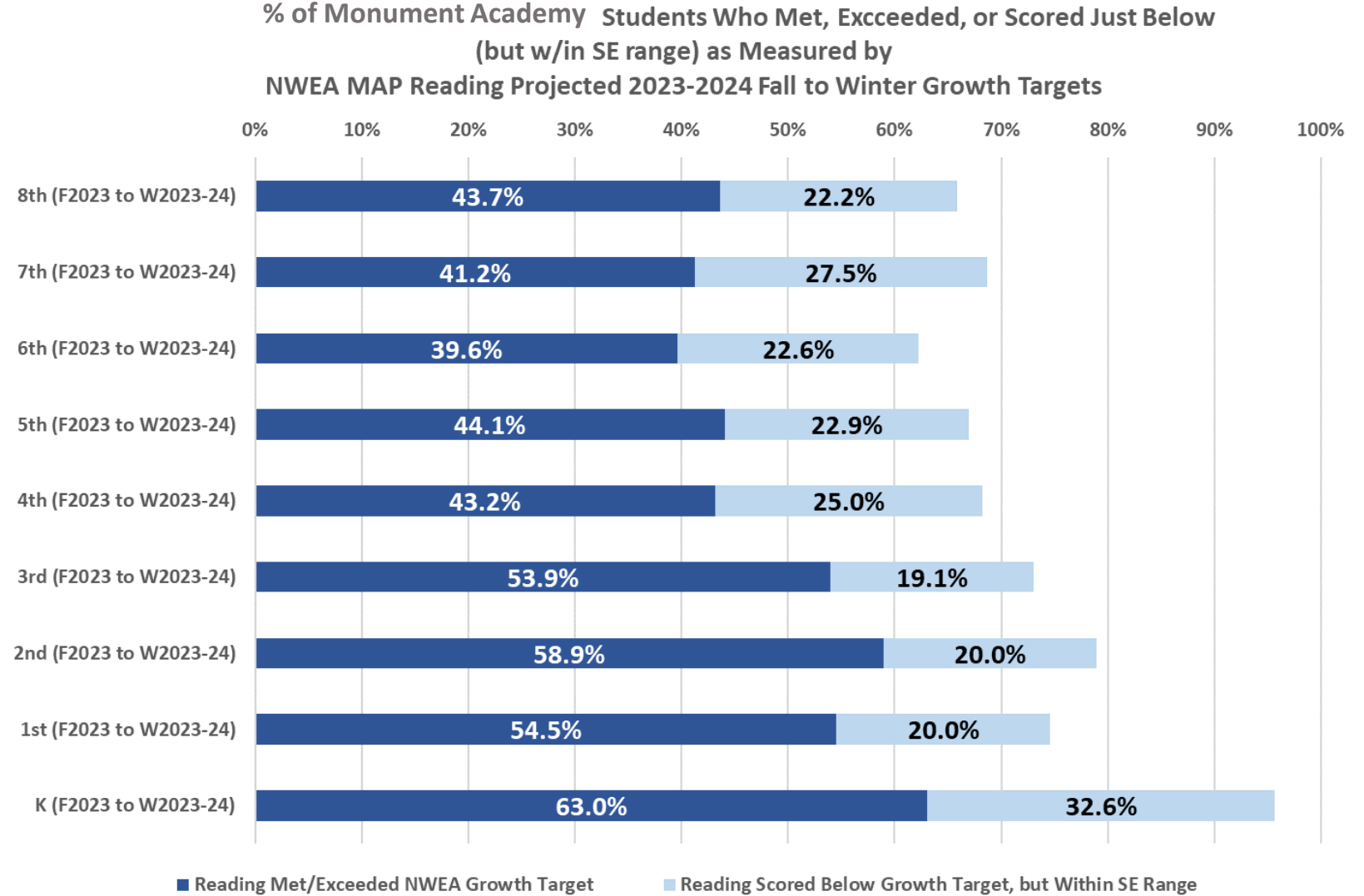
2024-25 EOY Target: 85% of students will be scoring at or above grade level performance



ACADEMIC GROWTH  
(Median Growth Percentile)  
NWEA MAP

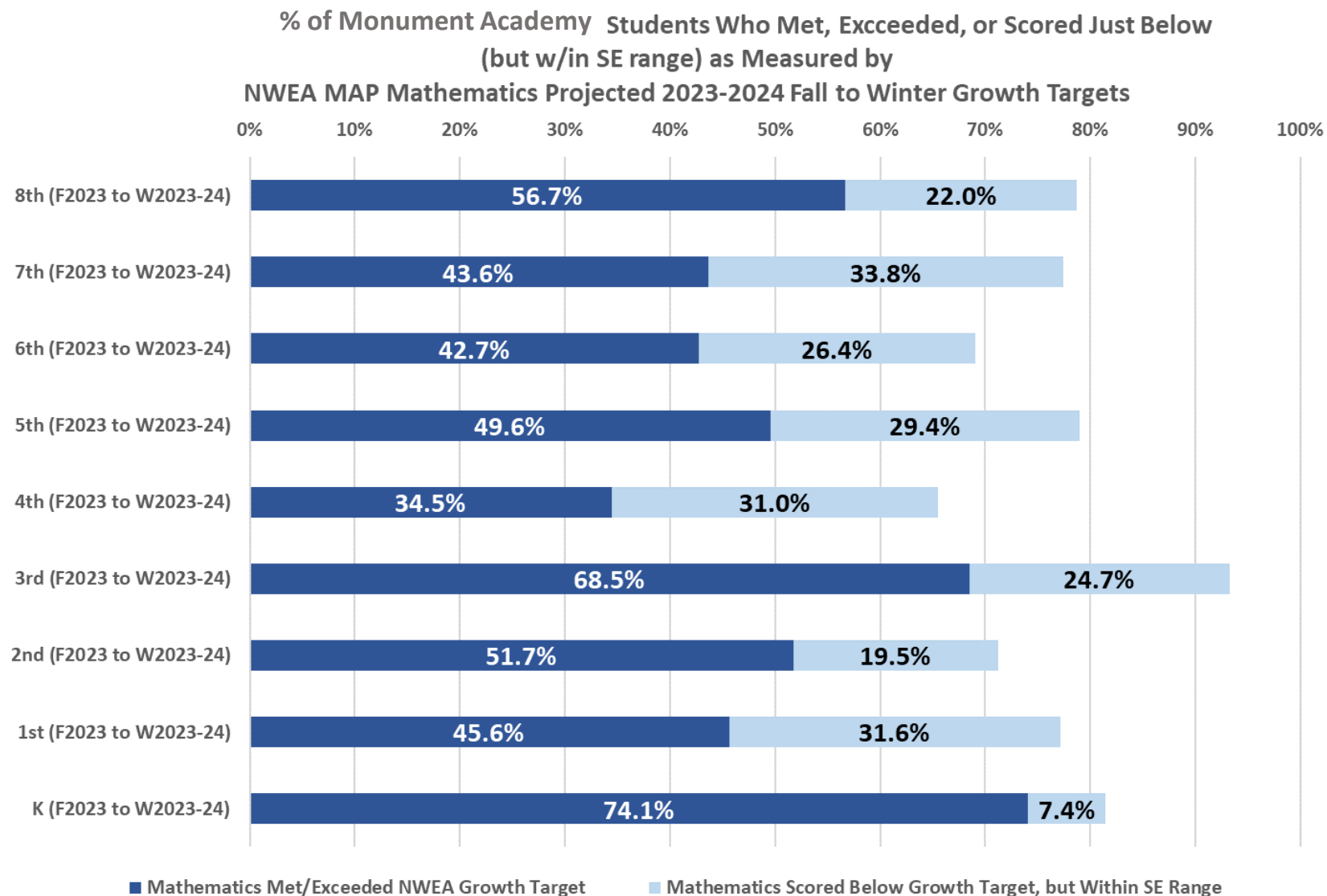
# NWEA MAP Growth Target Attainment

## 2023-24 Fall to Winter Growth Reading



# NWEA MAP Growth Target Attainment

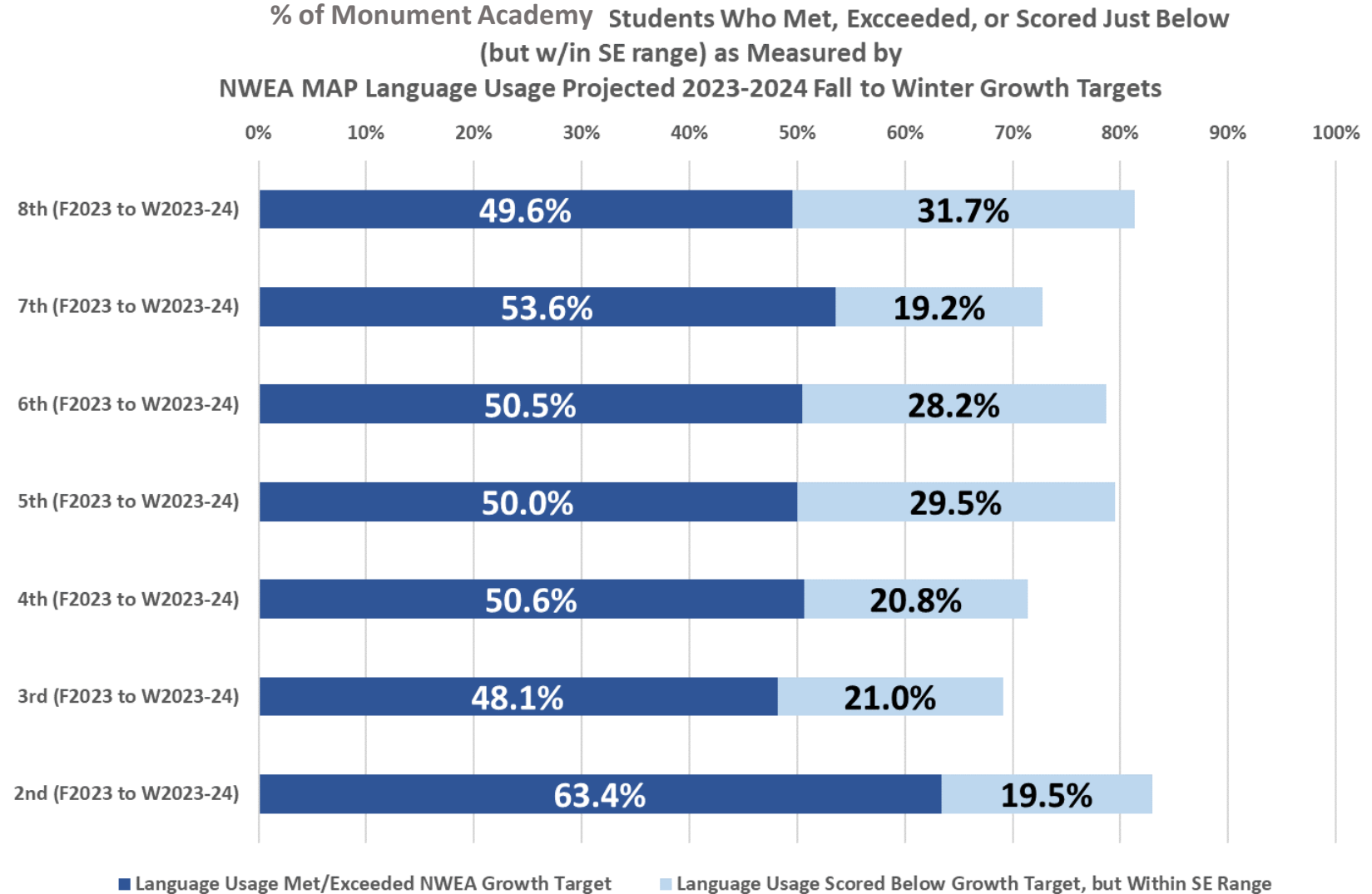
## 2023-24 Fall to Winter Growth Mathematics





# NWEA MAP Growth Target Attainment

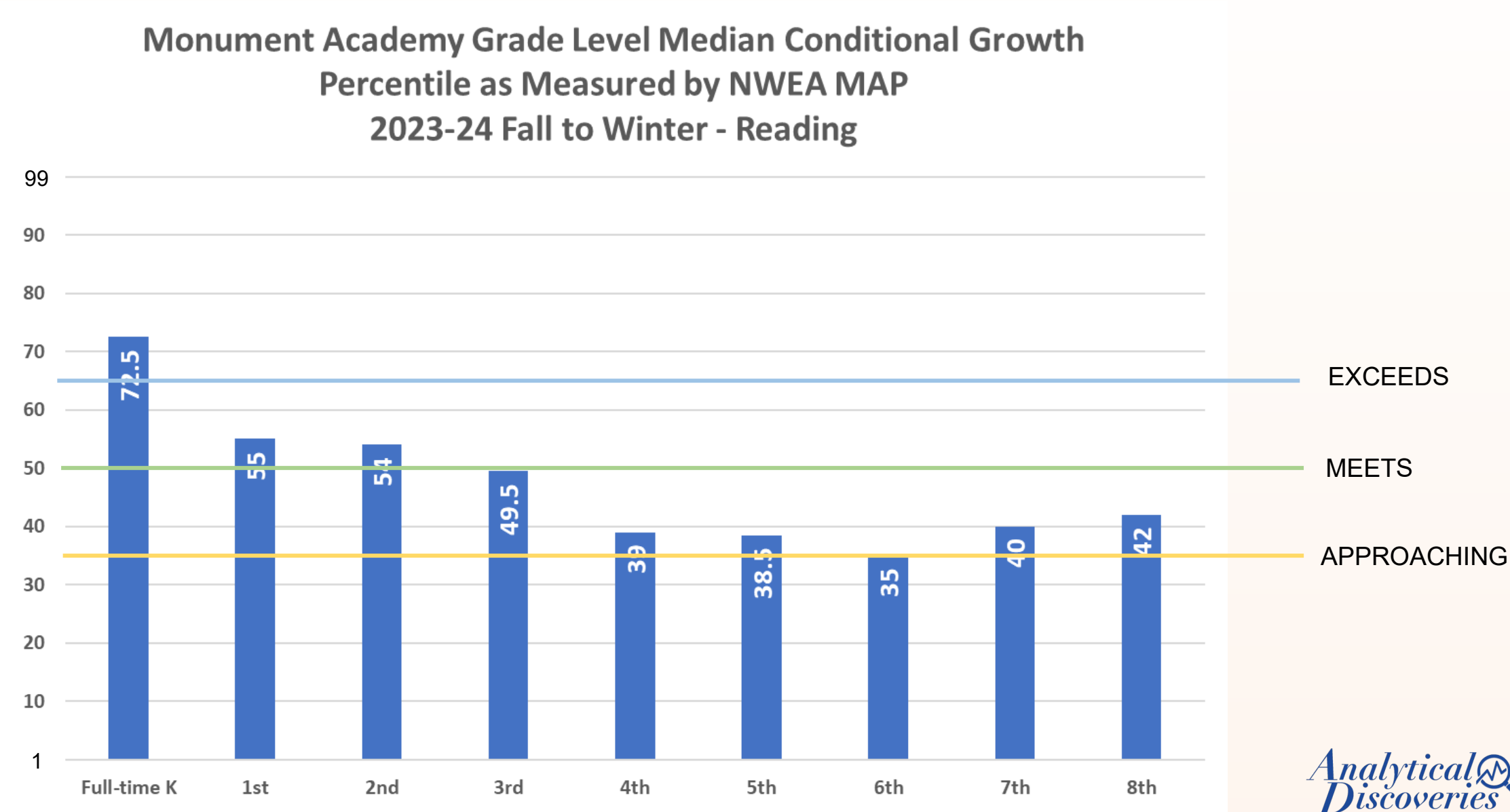
## 2023-24 Fall to Winter Growth Language Usage





# ACADEMIC GROWTH

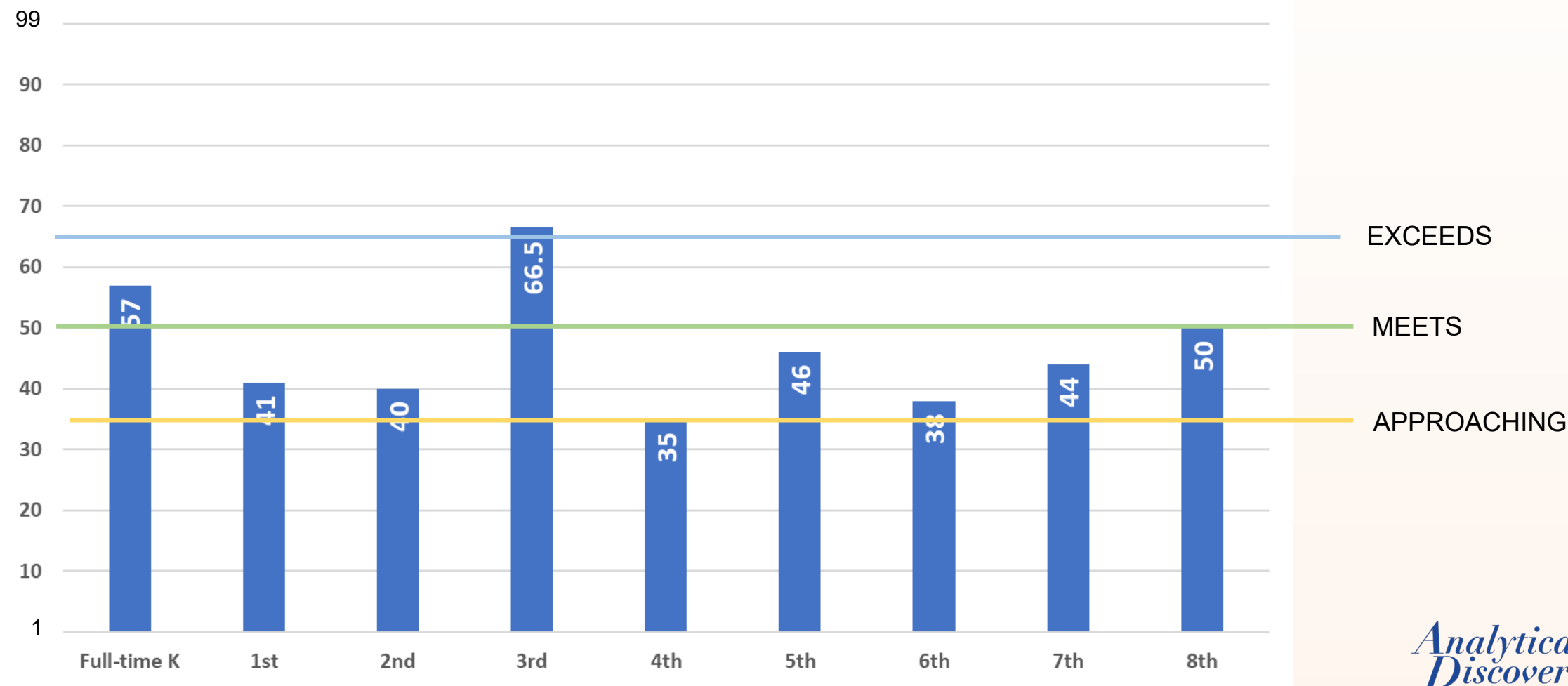
READING



# ACADEMIC GROWTH

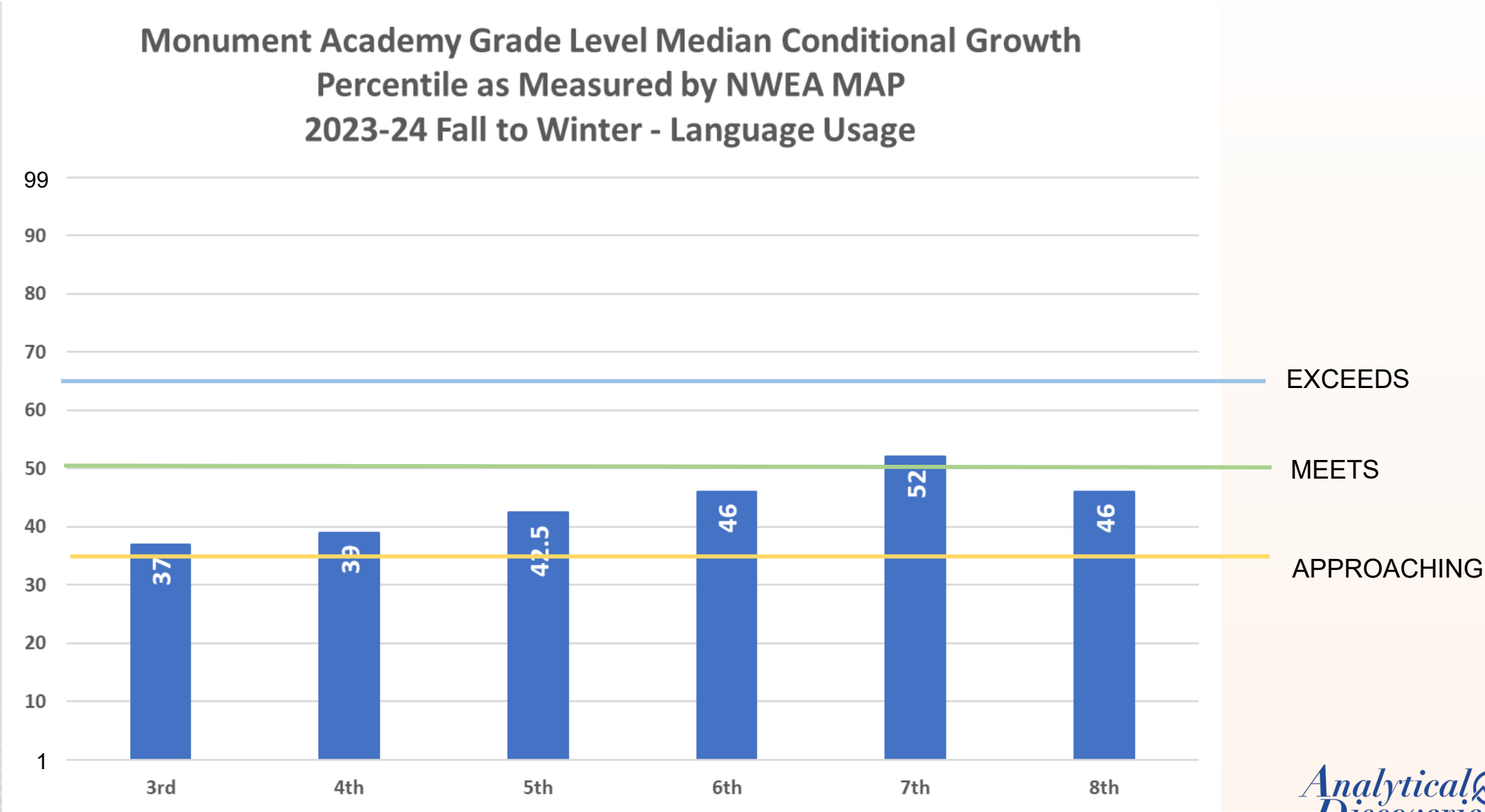
## MATHEMATICS

Monument Academy Grade Level Median Conditional Growth  
Percentile as Measured by NWEA MAP  
2023-24 Fall to Winter - Mathematics



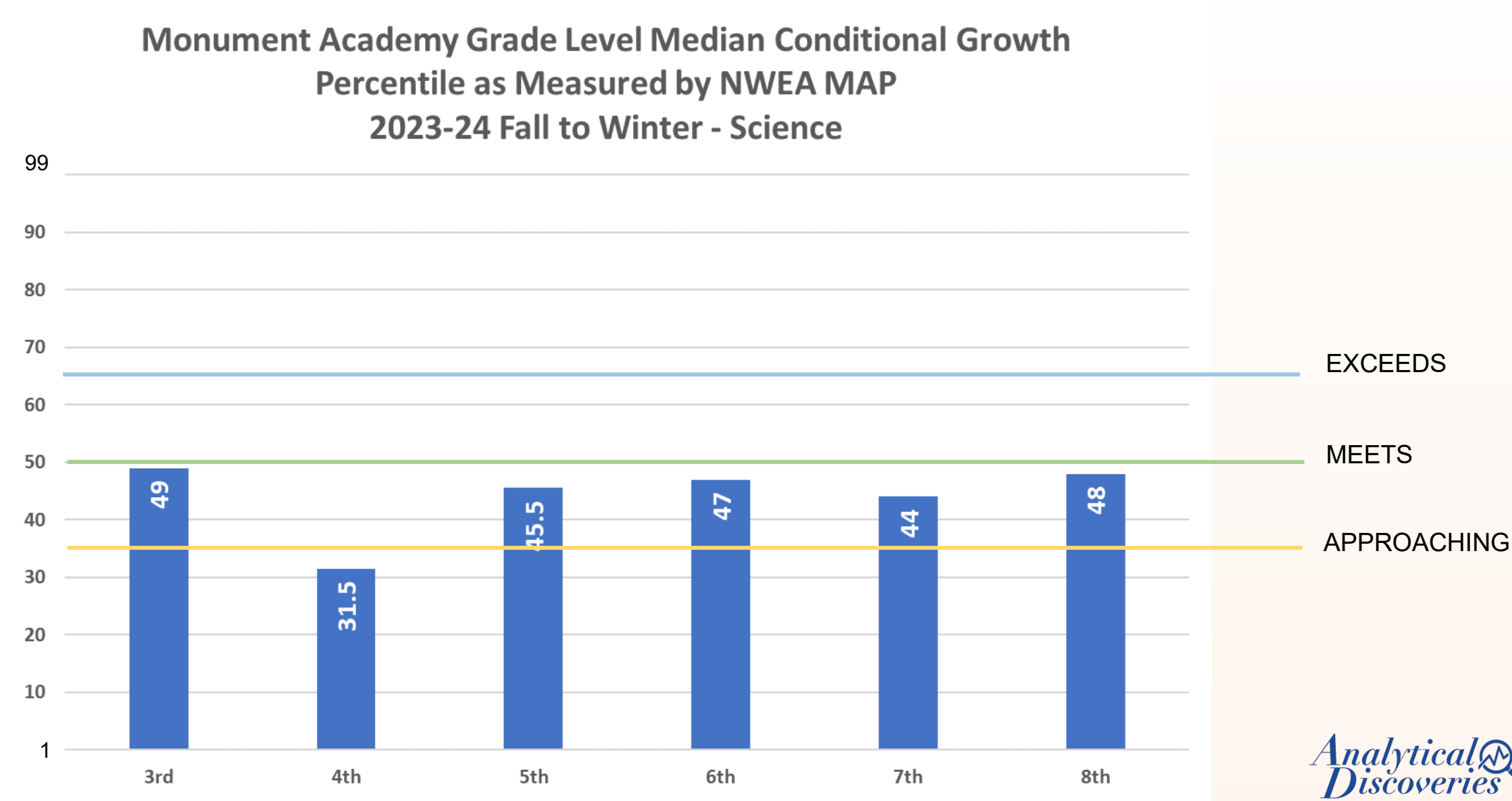
# ACADEMIC GROWTH

## LANGUAGE USAGE



# ACADEMIC GROWTH

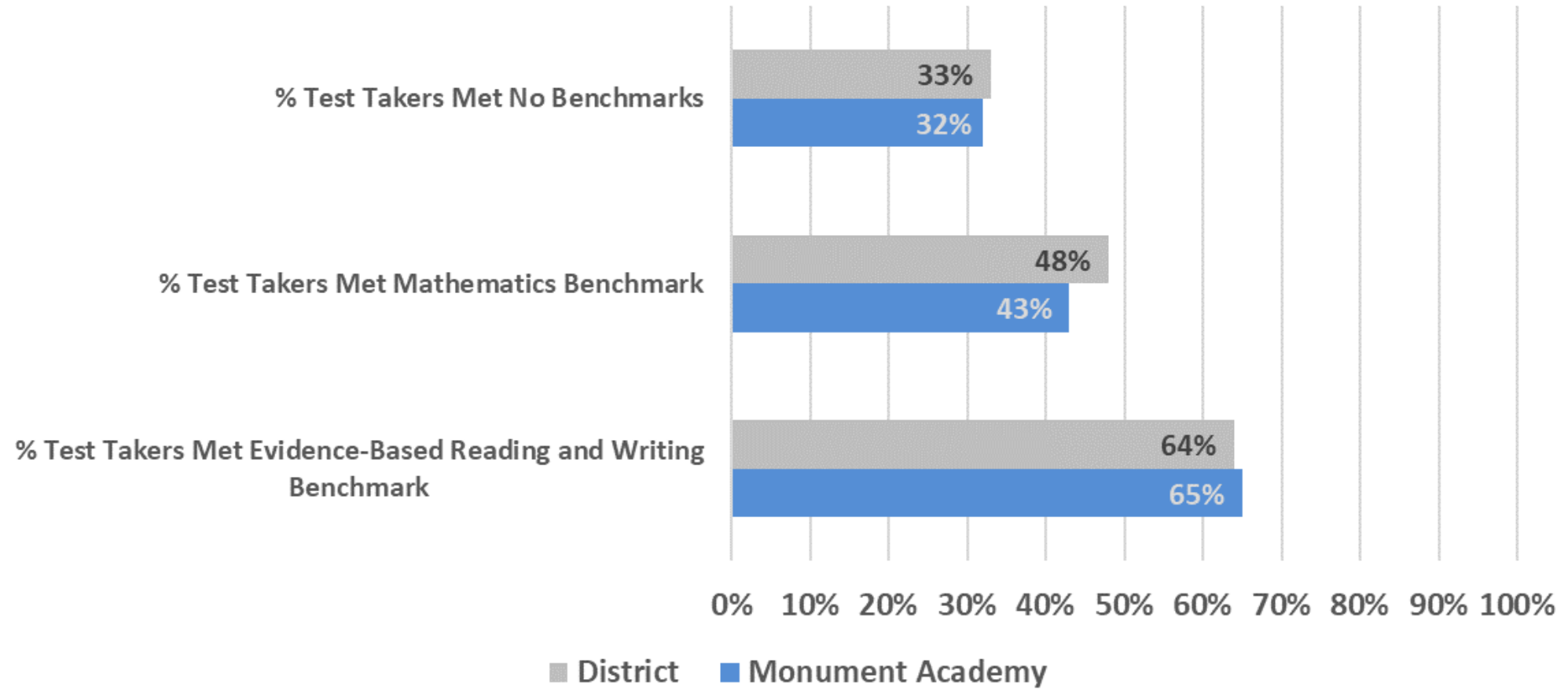
Science



# HIGH SCHOOL RESULTS

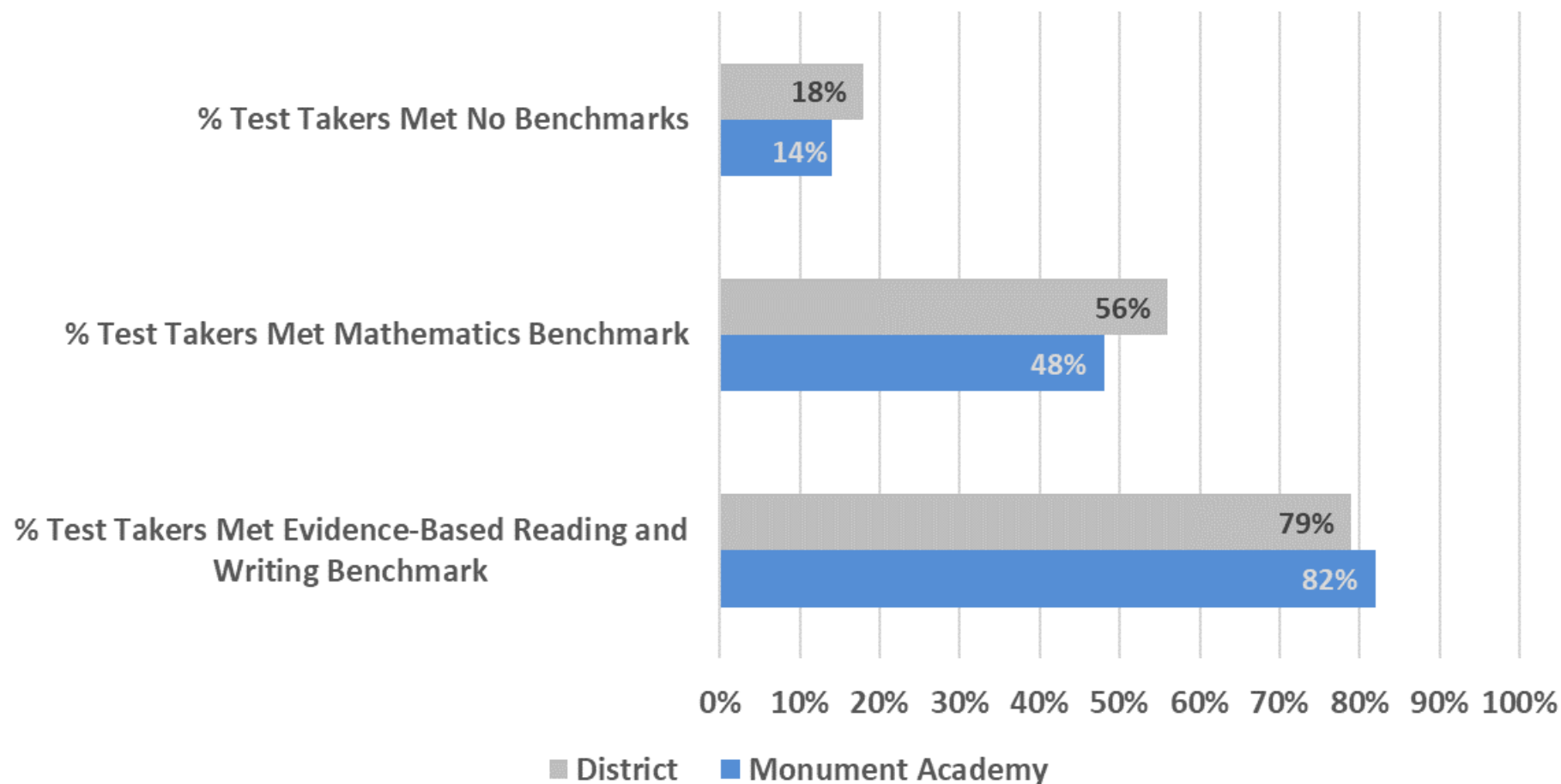
## PSAT 8/9 & NMSQT

## 2023-24 Monument Academy Results as Compared to District PSAT 8/9



# NMSQT (National Merit Scholarship Qualifying Test)

## 2023-24 Monument Academy Results as Compared to District PSAT/NMSQT

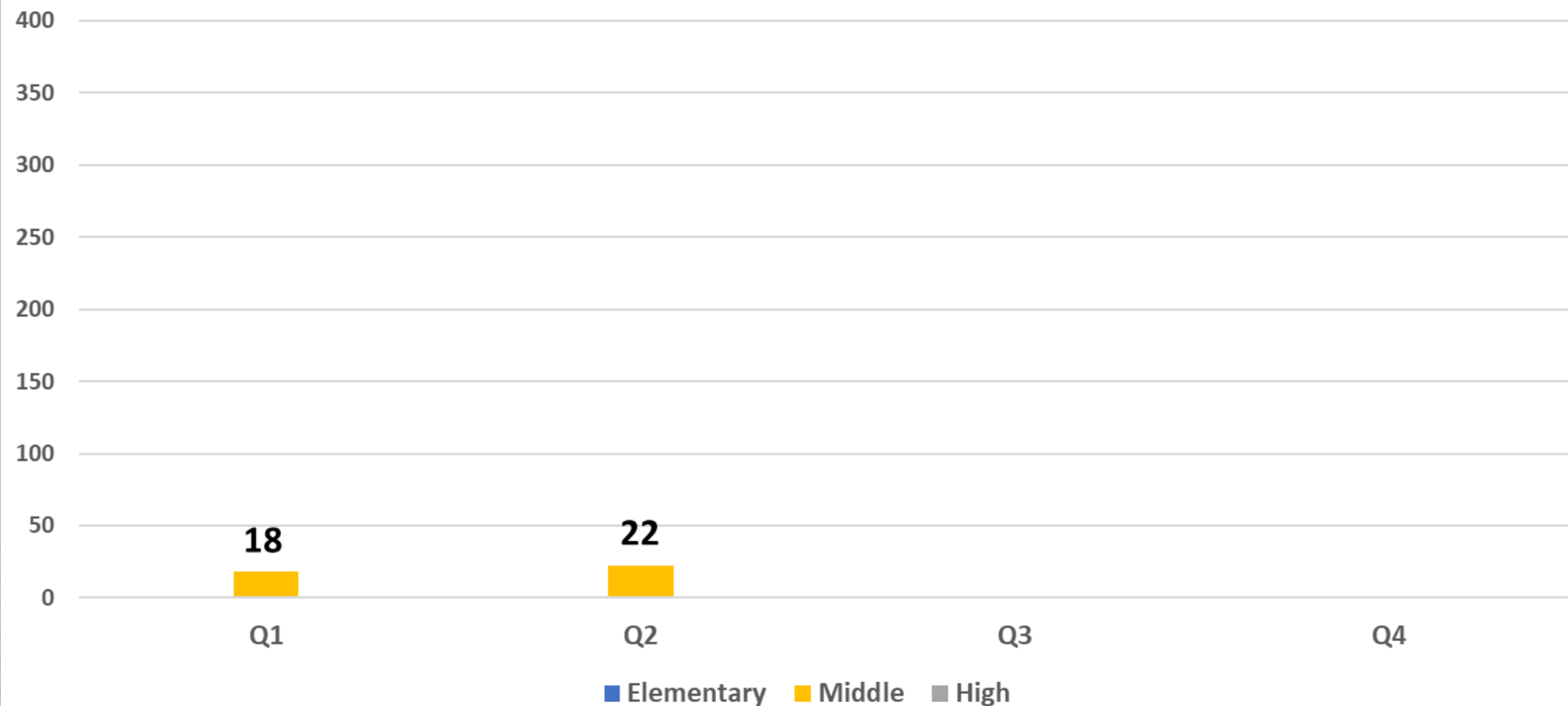


BEHAVIOR



# BEHAVIOR

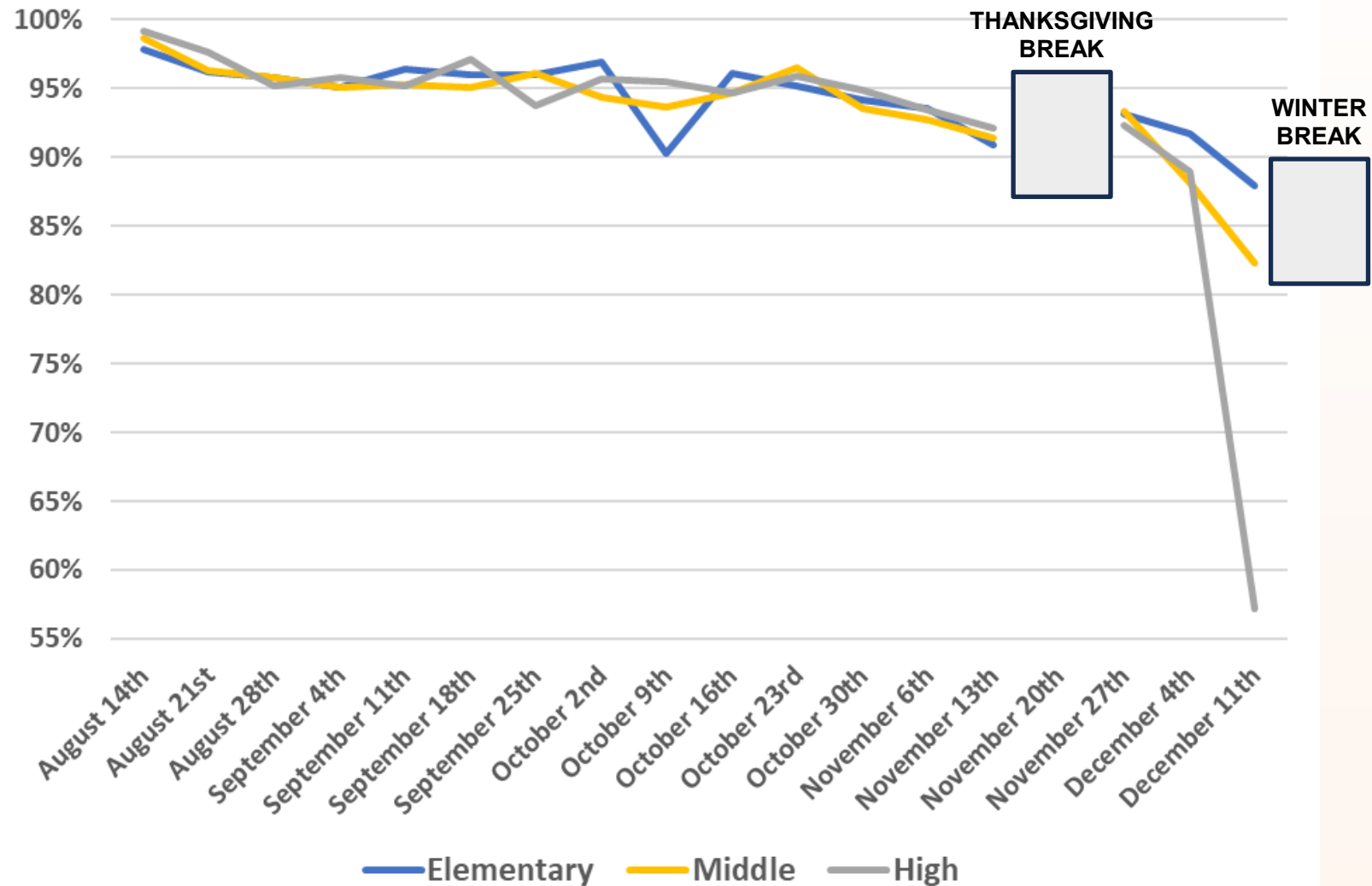
**2023-24 Number of Monument Academy Student with at least 1 Behavior Incident in Each Quarter**



# ATTENDANCE

# ATTENDANCE

## Semester 1 Attendance Rates Elementary, Middle, and High School by Week



# PROGRESS TOWARD GOALS

## Academic Achievement and Growth

# GOAL SETTING

## Academic Achievement

### *Elementary*

Monument Academy will increase the percentage of students in grades K-5 scoring on grade level or higher in reading and mathematics, as measured by the NWEA MAP reading and mathematics assessments, to 85% by the end of the 2024-25 school year.

**65.9% (fall: 71.2%) of Monument Academy Elementary School students are performing at grade level or higher on the NWEA MAP reading AND mathematics assessment, as of winter 2023-24**

### *Middle*

Monument Academy will increase the percentage of students in grades 6-8 scoring on grade level in reading and mathematics, as measured by the NWEA MAP reading and mathematics assessments, to 85% by the end of the 2024-25 school year.

**67.4% (fall: 72.6%) of Monument Academy Middle School students are performing at grade level or higher on the NWEA MAP reading AND mathematics assessment, as of winter 2023-24**

### *High*

Monument Academy will increase the percentage of students in grades 9-12 scoring at benchmark or higher in reading and mathematics, as measured by the PSAT 9 and 10 and SAT ERW and Mathematics assessments, to 85% by the end of the 2024-25 school year.

**43.0% (spring 2023: 60.3%) of Monument Academy High School students are performing at benchmark or higher in reading AND mathematics on the PSAT 8/9, and the NMSQT, as of fall 2023**

## Academic Growth

### *Elementary*

Monument Academy will increase the NWEA MAP reading and mathematics median conditional growth percentile for students in grades K-5 to the 65th percentile by the end of the 2024-25 school year.

**The Monument Academy Elementary School fall to winter median conditional growth percentile, as measured by NWEA MAP, was at the 49<sup>th</sup> and 46<sup>th</sup> percentiles, respectively, for reading and mathematics.**

### *Middle*

Monument Academy will increase the NWEA MAP reading and mathematics median conditional growth percentile for students in grades 6-8 to the 60th percentile by the end of the 2024-25 school year.

**The Monument Academy Middle School fall to winter median conditional growth percentile, as measured by NWEA MAP, was at the 40<sup>th</sup> and 44<sup>th</sup> percentiles, respectively, for reading and mathematics.**

### *High*

Monument Academy will increase the PSAT 9 & 10 ELA and mathematics median growth percentile for students in grades 9-12 to the 65th percentile by the end of the 2024-25 school year.

## Attendance

Monument Academy will develop appropriate interventions and supports to increase school-wide attendance rates to 96% by the end of the 2023-24 school year.

**Monument Academy Elementary and Middle School average daily attendance (ADA) rates during Q2 were 92.82% (Q1: 95.6%) and 91.59% (Q1: 96.1%), respectively. Quarter 2 ADA for Monument Academy High School was 88.66%.**

# STRATEGIC PLAN PROGRESS MONITORING

# STUDENT PERFORMANCE AND ACADEMIC GROWTH

## 2023-26 Strategic Plan Progress



**Quality Curriculum Access & Alignment (Tina - Accountable)**

**S1.1 - Curriculum Committee (Alignment)**

**S1.2 - Professional Development**

**S1.3 Update MA Frameworks**

**Data & Assessment Monitoring & Collaboration (Anna - Accountable)**

**S.2.1 Data Teams**

**S.2.2 - UIP Creation & Fidelity**

**Enhanced & Improved Student-Teacher & Student-Student Connections (Principals - Accountable)**

**S.3.1 Build relationships between staff and students**

**Student Behavior Management (Anna - Accountable)**

**S.4.1 - Student Discipline Matrix Alignment**



# FINANCIAL HEALTH

## 2023-26 Strategic Plan Progress

**Balanced Organizational Budget ( Glenn - Accountable)**

**S1.1 Monthly Bank Reconciliation and Financial Oversight**

**S1.2 Strategic Financial Management**

**Bond Compliance (Glenn - Accountable)**

**S.2.1 Bond Reporting**

**S.2.2 Monthly Bond Reporting**

**Additional Revenue (Jake) 250,000**

**S.3.1 Donations/Lynx Fund**

**S.3.2 Fundraising**

**S.3.3 Facility Rentals**





# OPERATIONAL DEVELOPMENT

## 2023-26 Strategic Plan Progress

**Establish an Efficient & Sustainable School Operation Model (Kim - Accountable)**

**S1.1 Policy Development**

**S1.2 Board Continuity & Impact**

**Facilities Growth & Maintainability (Executive Director - Accountable)**

**S.2.1 Facilities Long-Term Growth Plan**

**S.2.2 Capital Improvements**

**Enhance Community Partnerships (Kendra - Accountable)**

**S.3.1 Enrollment and Marketing Strategy**

# TALENT INITIATIVES

## 2023-26 Strategic Plan Progress



### Develop Comprehensive Talent Management System (Krista - Accountable)

S.1.1 Job Posting/Recruiting

S.1.2 Performance/Professional Management

### Onboard, Retain, and Offboarding Practices (Kirsta - Accountable)

S.2.1 Onboarding

S.2.2 Retention

S.2.3 Offboarding

### Registrar Responsibilities (Laura and Lena)

S.3.1 Enrollment

S.3.2 Scheduling

S.3.3 Reporting

### Celebrate Success (Anna - Accountable)

S.3.1 - School Culture Survey

S.3.2 - SST Alignment

### Growth & Development of Staff (Principals - Accountable)

S.4.1

# Monument Academy Homeschool Partnership Town Hall Report

## Summary of Event

The event was hosted by the MA West and facilitated by Kim McClelland and Janyse Skalla on Tuesday, January 30, from 11:00 to 12:00. Board President Ryan Graham was also able to join the audience. Kendra Kuhlmann, Lena Gross, Tina Leone, and Willa Pendelton also attended.

Kim and Janyse presented the program overview via PowerPoint and engaged in discussion as questions arose from the audience. The community provided valuable feedback and a few program adjustments we would like to propose later in this report.

The feedback from the community was positive, and the team remained receptive. The community expressed gratitude and expressed the need for a homeschool program at MA. Parents want the MA experience and to be part of the culture and MA family.

Kim and Janyse continue to get positive emails with displays of gratitude.

## Interest

18 people completed the interest form online, 11 attended Town Hall

- 66.7%-Current MA family
- 33.3%-Not current MA family

One additional family attended the Town Hall who did not register online or email Janyse.

Four families contacted Janyse via email for information. Each family was contacted and presented with MAHP information.

Students of interest:

Kindergarten: 8

Grade 1: 6

Grade 2: 6

Grade 3: 7

Grade 4: 4

Grade 5: 7

**TOTAL: 38**

There is an opportunity for MA to implement a High School Part-Time program if there is enough interest, and collaboration with the high school principal would be necessary. It is encouraged by Janyse, and the community is demonstrating interest in some high school options, one area being chemistry. See the Considered Changes section. This opportunity would allow us to serve our community more and increase revenue.

### Questions Asked

#### Questions Asked From the Town Hall Form (which were addressed within the TH presentation):

- Do we get to choose our curriculum? (yes)
- How many days a week do students attend? (1)
- How connected would the student be to the school? (you are an MA family!)
- Staggered time for drop off and pick up? (yes, homeschool drop off and pick up will differ from regular times)
- Can my child be enrolled in 2 homeschool programs? (no)
- How likely is it that we will offer 6th grade next year? (seriously considering, likely, would need to consider space availability)
- What is the cost? (\$50 materials fee)

#### Questions Asked During Town Hall:

- Do homeschooled students have priority enrollment if changed to full-time enrollment? (It was discussed that since they were currently enrolled as an MA student, we would need to ensure space in the full-time program. The board may need to adjust the enrollment policy if this becomes an issue)
- Can Homeschool students participate in MA events? (yes)
- How many students are in one class? (22, max)
- Is there an option to have a K-5 day so parents can have all kids at school on the same day? (considering and based on our staffing availability, this was a significant concern for parents and would end up being one of the major decision-makers for them to enroll)
- Do you offer speech and OT for homeschooled students? (no)
- Will there be a middle school option next year? (seriously considering after 24-25, likely)
- Can homeschooled high school students attend a few classes at the high school? (considering)
- Is Abeka and Demme Learning considered a non-religious curriculum? (looking into)
- Can students be part of the Gifted and Talented program? (considering- need to look at logistics)
- Can students attend Core Knowledge days or special school events? (yes)
- Can students participate in music concerts? (considering)
- Would students need to wear a uniform? (non-committal, yes)
- Would students have access to totes of units? (considering)
- Will there be required parent volunteer hours? (not required but not discouraged; could they start their own PTO or participate in the current PTO's)

### Considered Changes

In addition to the K-2 and 3-5 classes, it is recommended that we add a K-5 day. Seven families would like this option for their multiple children. The impact would be minimal. Example weekly schedule: Monday- planning, parent meetings, curriculum library; Tuesday- class; Wednesday- class; Thursday- class; Friday- clubs, tutoring, planning. Impact: additional day for the para (0.4 to 0.6).

Update class schedule to reflect a more enrichment-focused day, including special and electives collaboration. Language for the content area would call out activities, hands-on projects, and units of focus. State that material presented in class enhances or enriches what

is being taught at home. This is not new material. Direct instruction would be limited.

Explore the option (after gathering enrollment and course scheduling) to include high school homeschool students in on-site classes at the high school. Parents expressed a desire for attending classes part-time at the high school. This would allow high school students to attend classes, if room space and seats allows, on a part-time basis. A 90 hour semester commitment would be required for those students for MA to collect .5 PPR funding. Further discussion on how this would look would be needed, but it would benefit our community and school.

A section of the curriculum library is dedicated to used items for sale. These would be donated items from families that other families could purchase. Money from these purchases would be used for new items in the curriculum library or classroom supplies.

Explore the option of the school covering supplies: binders, pencils, paper, etc. These could be items to purchase using the educational units. Parents also expressed a desire for a copy budget, which should be explored, too.

Include additional budgeting for registrar, marketing, Executive Director, and HR time.

### Next Steps- If adopted by Local School Board of Directors

Consider if there is a shortfall. Would BOD be willing to allow this to be covered with the west campus budget for one year, and if so, how much and what is true minimum for feasibility with that decision?

Letter of Interest

Enrollment process

Handbook creation

Brochure

Curriculum Guide

Job descriptions and hiring plan

Continue marketing

Discussions to include high school option

The table below illustrates the population growth among homeschooled families year over year within Lewis Palmer SD boundaries. The table isolates those families that have indicated homeschooling as their education choice but are not currently enrolled in a public homeschool program such as the proposed plan currently under board consideration.

The table indicates that Lewis-Palmer SD is seeing a continuous (remove 2020 due to the pandemic) uptick in homeschool families not associated with a homeschool program. The community is in need of a homeschool program to support the growing homeschool population.

Colorado Department of Education																	
Home Based Education 2009-2023 (Students Who Are Home-Schooled Full-time - Do not receive district educational services)																	
Organization Code	Organization Name	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Count Change from 2022 to 2023
1080	Lewis-Palm	171	135	116	132	113	127	127	124	131	96	105	250	138	128	171	43

Data Source: CDE, Pupil Membership; <https://www.cde.state.co.us/cdereval/pupilcurrent>

# **Monument Academy**

## **Math Curriculum Adoption Report 2023-2024**

### *Overview:*

Discussions on adopting a new math curriculum began during the 2022 - 2023 school year when it was realized that the publisher of Saxon Math would retire the Saxon Math curriculum at the end of the 2023-2024 school year. Knowing that after the 2023-2024 school year, we would no longer be able to continue purchasing Saxon Math materials, it was brought to the attention of the MA Curriculum Committee (MA CC) that their support was needed in helping decide the next steps. The MA CC formed a math curriculum adoption subcommittee to pursue possibilities for a new math curriculum.

The four steps of the math curriculum adoption process and project plan that the MA CC and math subcommittee utilized were based on recommendations from EdReports.org, a well known and well respected curriculum evaluation non-profit organization. *The four steps in our curriculum adoption process are:*

- I. Prepare**
- II. Study**
- III. Decide**
- IV. Launch**

### ***I. Prepare***

- A. ***Establish a process:*** At the October 5, 2022, MA Curriculum Committee meeting, conversations began about the possibilities of adopting a new math curriculum. Teachers were given an assignment to go back to their respective grade levels to discuss with their colleagues needs, wants, ideas and feedback about possibly adopting a new math curriculum. The following month, at the November 2, 2022 MA CC meeting, feedback from the grade level teams was discussed and it was decided that a math curriculum sub-committee should be formed to pursue the search process. A request for membership went out to teachers and two teachers stepped forward to serve. The two teachers who volunteered were Kate Heinz (5th grade) and Deb Hulting (Kindergarten at the time). Kate and Deb had also served on a previous MA math curriculum adoption committee that had completed a search before COVID. So, they were already familiar with the math curriculum search process and were

familiar with other math curriculum possibilities based on their previous experience. January 3, 2023, was the first of many meetings to come as the math subcommittee, made up of Tina Leone, Deb Hulting and Kate Heinz began the work of searching for a new math curriculum. We are grateful that Paige Walker recently joined our team to help with this effort.

Establishing and putting processes in place to complete this work began with the following:

*\*Articulate the purpose and goals for new materials. MA Teachers brainstormed the following purposes and goals for our new math materials:*

Purposes
1. Meet a high standard of excellence with student achievement and growth in mathematics at all grade levels.
2. Ensure a coherent and viable math curriculum for our teachers to teach and for our students to learn.
3. Choose math materials that support students in building understanding (knowledge & skills) and sense-making (conceptual application) of math content and math skills.
4. Choose materials that help students experience the application of mathematics which can create solutions for various situations in real world settings.

Goals
1. Promote students' mathematical development by focusing on important, grade-level concepts and skills, connecting the concepts and skills within and across grade levels, and applying the concepts and skills within various contexts.
2. Adopt math materials that meet and/or exceed students' learning zone of proximal development so that students are always making learning gains that manifest as consistent growth and progress in all aspects of mathematics.
3. Implement math materials that provide for students' individual academic needs.
4. Request purchase approval in fall/winter of 2023 for 2024-2025 implementation.

*\*Define the parameters of our adoption (e.g. budget, timing, decision-making processes, etc.).*

*-Budget/Financial timing:* Originally, the MA CFO at the time of the initial research recommended purchasing the new math curriculum in the 2023-2024 school year budget. In the current 2023-2024 revised budget, we have \$50,000 dedicated to purchasing new math curriculum for the 2024-2025 school year.

*-Academic timing for implementation:* Option one, depending on finances, this could be a full K-5 implementation next school year (2024-2025) That cost would be approximately \$42,430.98 plus \$5000 for PD. The current budget of \$50,000 would fund this option. Option two could include a partial implementation by beginning with a purchase for K-3 to be implemented next school year (2024-2025). The K-3 cost of Reveal Math would be approximately \$29,396.98 plus \$5000 for PD. Then a second purchase the next year after for Grades 4-5 to be implemented year after next (2025-2026) to complete a full K-5 implementation. Kate Heinz stated that they could legitimately use their Saxon Math textbooks next year and then start the new math curriculum the following year.

*-Decision-making process:*

1. The Math Subcommittee executed their work based on the publisher's notification that they would retire the Saxon math curriculum at the end of the 2023-2024 school year.
2. The Math Subcommittee researched and decided on 1-3 math curriculum possibilities to recommend to the MA Curriculum Committee (MA CC).
3. MA CC received the recommendations from the Math Subcommittee and decided on a recommendation to be made to the MA senior administration.
4. A two-week period of public viewing of the recommended curricula will be made available for input from the MA parent body.
5. The MA BOD makes the final decision by majority vote.

*\*Create a timeline and milestones that extend from adoption through launch. Following option one, which would be a K-5 implementation, the timeline for adoption would look like this:*

Date	Action Item/By Whom
11-2-23	MA CC narrowed the math curriculum choices to two: Reveal Math and Everyday Math
12-7-23	MA Curriculum Committee unanimously voted to recommend that



	Reveal Math be adopted as our new math curriculum.
2-8-24	MA BOD will have the first reading of the math curriculum recommendation.
3-14-24	MA BOD will vote on the recommendation to adopt Reveal Math.
March 2024	Begin the implementation process. Have an order ready just for just Teacher Editions early so that teachers can have them as soon as possible in order to start preparing for the new implementation.
April 2024	Have an order ready for all materials in order to start preparing for the new implementation. Work through the Implementation Checklist.
May 2024	Possible initial training in preparation for August implementation.
August 2024	Teacher PD on the new math curriculum in preparation for implementation for the 2024-2025 school year.

***B. Develop our school lens*** - establish what our priorities are for new instructional materials. We accomplished this at a math subcommittee meeting on 1-3-23 by completing the following:

1. Engage in a shared understanding of why materials matter and the content-specific characteristics of instructional materials. Our shared understanding is that instructional materials matter. Instructional materials make a difference for kids. Rationale and research:

- Research shows that students learn primarily through their interactions with teachers and content. The instructional core is the foundation for ensuring all kids are college and career-ready and have the skills and knowledge they need to thrive in school and beyond. “That instructional materials exercise their influence on learning directly as well as by influencing teachers’ instructional choices and behavior, makes instructional materials all the more important.” - Chingos and Whitehurst, 2012

- Instructional materials have a direct impact on student learning outcomes. One study showed that using a top ranked program in 4th or 5th grade math can lead to student achievement gains of 3.6 percentile points; larger than the improvement of a typical teacher’s effectiveness in their first three years on the job when they are learning to teach. A 2017 study shows that the effect on

learning is the same as moving an average performing teacher to one at the 80th percentile.

- Improving the quality of curriculum is 40x more cost-effective than class-size reduction.

- When teachers have access to high-quality, aligned instructional materials, it makes a difference in their classroom practice and the instruction students receive. When students who started the year out behind grade level were given more grade-appropriate assignments, stronger instruction, deeper engagement, and higher expectations, the gap between these students and their higher achieving peers began to narrow substantially according to one recent research study.

2. Establish an instructional vision for the content area of your adoption to guide the process. An instructional vision describes the school's instructional aspirations and articulates what teaching and learning look like in the content area.

- When considering our mathematics instructional vision we considered the following:*

- Mathematics education should support students in building understanding and sense-making and in applying mathematics to create solutions for various situations, especially in relation to the real world.

- Students' mathematical development is promoted by focusing on important, grade-level concepts and skills, connecting the concepts and skills within and across grade levels, and applying the concepts and skills within various contexts.

#### Questions we considered in relation to our vision for mathematics instruction:

- What are our overarching goals for mathematics instruction?

- \*Real world application.

- \*Spiraling and skill review, drill, practice, repetition.

- \*Differentiation of instruction within the classroom and at instructional grade levels.

- \*Mastery of concepts and skills as a foundation for continuous growth and progress.

- \*Math instruction takes place pedagogically through the lens of the Classical Trivium, i.e. higher level thinking and learning.

- \*A variety of instructional strategies need to be employed to meet the individual learning needs of all students.

- What is our philosophy for how students learn mathematics?

- \*Our philosophy of how students learn is the Classical Trivium.

\*Growth mindset is foundational to student math achievement; continuous quality improvement; diligence, perseverance, critical thinking, life-skills.

-What are the implications for the type of student experiences we want students to have in math classrooms?

\*Communicating in a variety of ways the “whys” of math’s concrete and abstract meanings by expressing verbally, in a tactile modality, and in written responses. (Multi-sensory approach)

\*Engaging, real world experience connections.

-How should students engage, demonstrate proficiency and make connections with the Standards for Mathematical Practice?

\*Students need to have a variety of opportunities to demonstrate proficiencies. They also need to be able to individually progress to higher levels by demonstrating proficiency levels through a variety of types of assessments.

3. Analyze your current state: where are you currently against the instructional vision, considering data such as student achievement, classroom observation, teacher experience, etc.?

Our instructional vision is to achieve academic excellence and student growth toward excellence as evidenced by student quarterly grades and student achievement on a variety of assessments. This vision is a work in progress and we are currently utilizing school-wide and individual classroom strategies that will be monitored for effectiveness with student growth and progress.

4. Codify our priorities: use our instructional vision and current state analysis to establish any additional review criteria (beyond alignment to standards and instructional shifts) that will inform investigation of instructional materials.

-Additional review criteria that will inform investigation of instructional materials is included but not limited to the cumulative input given by MA teachers during the curriculum adoption process.

-Differentiation resources need to be built into the materials and TE.

-Excellent teacher materials that support the teacher and students.

-Ongoing professional development for initial training and refresh training.

Preferably, we can experience both in person and online professional development.

To arrive at the final draft of the MA Math Curriculum Adoption School Lens, input was included from the MA Curriculum Committee Members and their grade level teacher teams. The MA elementary teaching staff also submitted feedback via two separate teacher surveys. One was regarding what their desires, wants, needs and

priorities were for a math curriculum. The other was regarding the specific curriculum materials that they had access to examine. Based on all the discussions, all the contemplation of questions and information described above, our mutually agreed upon criteria for the MA Math School Lens was documented. Below is the final draft of our MA Math Curriculum Adoption School Lens:

### **MA Math Curriculum Adoption “School Lens”**

- ☒ A variety of instructional strategies need to be employed to meet the individual learning needs of all students.
- ☒ Differentiation of instruction within the classroom and at instructional grade levels. Those differentiation resources need to be prolific and need to be built into the Teacher’s Edition as a ready resource for teachers.
- ☒ Mastery of concepts and skills as a foundation for continuous growth and progress.
- ☒ Excellence in student achievement can be evidenced on a variety of assessments.
- ☒ Spiraling and skill review, drill, practice, repetition - especially with math facts.
- ☒ A growth mindset taught that is foundational to student math achievement; continuous quality improvement, diligence, perseverance, critical thinking, life-skills.
- ☒ Multiple opportunities utilizing different strategies provided for students to demonstrate proficiencies.
- ☒ Parent Communication component - especially for explanations and expectations regarding grade level performance.
- ☒ Communicating in a variety of ways the “whys” of math’s concrete and abstract meanings by expressing verbally, in a tactile modality, and in written responses. (Multi-sensory approach)
- ☒ Supports in place for students in building understanding and sense-making.
- ☒ Supports in place for students in applying mathematics to create solutions for various situations, especially in relation to the real world.
- ☒ Skills and content aligned with the MA Frameworks, which is all inclusive to Core Knowledge skills and content, NWEA content domains, and Colorado State Standards.
- ☒ Connection between the concepts and skills within and across grade levels; horizontal and vertical alignment.
- ☒ Math instruction is delivered pedagogically through the lens of the Classical Trivium and classical higher order thinking.
- ☒ Excellent teacher materials that support the teacher and students.
- ☒ Ongoing professional development for initial training and refresh training

after that both in person and electronically.

- ☒ Earns a Meets Expectations rating in EdReports.org.
- ☒ Keep in mind costs associated with the math curricula being considered.

## ***II. Study***

### ***A. Know and Winnow Our Choices***

1. The MA CC and math subcommittee brainstormed a numerous and wide variety of math curricula to consider.
2. Initial research was conducted via many different avenues (online, telephone, email, youtube videos, other organizations, etc.). EdReports and multiple other sources were used to compare features, reports and reviews were read to learn more about how well materials met expectations for alignment and other characteristics of quality. Other schools and knowledgeable educators were surveyed to gather anecdotal information about programs.
3. Our MA Math Curriculum Adoption School Lens was applied to this research to help us decide which programs we wanted to study more deeply. Our initial “Phase One” initial list of math curricula included the following:

### ***Initial List of Math Curricula***

Program Name	Publisher	Notes
Illustrative Math	Kendall Hunt	Recommended by the Core Knowledge Foundation.
Go Math	Houghton Mifflin Harcourt (HMH)	Was a top contender the last time MA staff researched math curricula.
Eureka Math	Great Minds	NSCA chose this program to implement this year. D11 also recently chose this program as their district-wide math curriculum.
Singapore Math	Singapore Math	Recommended by the Core Knowledge Foundation and is used by many classical schools.
Progress in Mathematics	Sadlier Oxford	Teacher recommended.

Math in Focus	HMH	HMH's try at replicating Singapore Math.
My Math	McGraw Hill	Teacher recommended. Was also a final contender the last time MA staff researched math curricula.
Reveal Math (previously titled <i>My Math</i> )	McGraw-Hill	The committee discovered this program while we were looking at My Math and Everyday Math.
Everyday Math	McGraw-Hill	Teacher recommended and is D38's district-wide math program.

### ***B. Investigate Materials***

1. Once we had our initial Phase One list of math curricula that we were interested in, we established the structure and process for the next phase of research, which focused on deep study of each of the programs we were considering. Our essential questions were:
  - a) What do we want to learn about how the materials address our priorities?
  - b) What is the best way to learn this?
2. We reached out to publishers to request samples of the materials and we found publisher websites contained a great deal of useful information.

## ***III. Decide***

### ***A. Decision made by the Math Subcommittee***

1. The math subcommittee examined all the evidence collected from our investigations in light of our priorities and criteria that we established in the School Lens.
  - We compared the strengths and gaps of the all options.
  - We analyzed feedback from a variety of sources.
  - We considered what would be needed to implement each of our options, especially in regards to school finances and staff capacity.
2. ***Based on the lengthy and thorough cumulative processes in which we engaged, especially in regards to our School Lens, the math subcommittee decided on two***

***primary curriculum finalists that met the majority of our criteria. The Math Subcommittee recommendations to the MA CC were:***

First Place: **Reveal Math**

Second Place: **Everyday Math**

Possible Third Place: **Go Math**

**\*\*This decision was communicated at the first MA CC of the year on 10-5-23. At that time, teachers were offered the opportunity to check out samples of these curricula and had access to virtual presentation videos.**

3. The MA CC voted at the 11-2-23 meeting to move forward with Reveal Math and Everyday Math.
4. The MA CC voted for Reveal math as a sole finalist at the 12-7-23 meeting.
5. The MA BOD will have a First Read on Reveal Math on 2-8-24
6. The MA BOD will have a final vote on Reveal Math on 3-14-24
7. Upon approval from the Board a plan for the procurement, distribution, and implementation of the curriculum will move forward.

#### ***IV. Launch***

##### ***A. Implement***

1. In implementing a new math curriculum, the creation of an on-going professional learning plan will be initiated. It should include an opportunity for teachers to get to know the materials as well as sustained professional learning that directly focuses on how teachers will learn to teach using the new materials. Plans should be include short-term and long-term activities to support implementation (e.g. teacher and leader professional learning) and expectations for use.
2. Feedback systems will be established so professional learning can be responsive to teachers' needs.
3. Included in our professional learning plans will be specific trainings and professional development resources throughout the implementation year.

#### ***Math Curriculum Implementation Checklist***

- ☐ Communicate curriculum decision to staff and MA Community.
- ☐ Coordinate with MacGraw Hill representative to confirm specifics for our curriculum order.
- ☐ Coordinate with Registrar to receive the latest estimates of student population numbers for next year.

- ☐ Coordinate with Business Manager regarding timeline and needs for the curriculum ordering process, especially in regards to ordering the Teacher Editions in March and the remaining materials in April.
- ☐ Coordinate with the Elementary Principal and the Building Manager the delivery of all new resources to the teachers
- ☐ Specify the classrooms/teachers that should receive curriculum materials and provide documentation for what those materials should be by teacher and classroom.
- ☐ Develop a system to track the delivery, receipt, and classroom distribution of materials by teacher and classroom. Coordinate this with MA Office Administrative Staff and Building Manager.
- ☐ Coordinate with Building Manager and teaching staff for the removal of the old materials.
- ☐ In collaboration with McGraw Hill, plan and schedule for all implementation teacher professional development for both Spring and Fall trainings.
- ☐ Communicate and calendar all implementation PD.
- ☐ Communicate and calendar Friday afternoon teacher work times for math curriculum work.
- ☐ Minimize and limit the number of new initiatives for the 2024-2025 school year because too many new initiatives creates a high stress load for teachers. Implementing a new math curriculum should be a singular priority status when considering the load on teachers.
- ☐ Coordinate with the Instructional Coach to monitor teacher support needs during the implementation year. Be alert to any additional curriculum PD needs the teachers may have.
- ☐ Use student data to track math growth and achievement during the implementation year.
- ☐ Collaborate with Data Champions and Data Teams to monitor progress of the implementation, especially in regards to specific domains, content, and skills.
- ☐ Identify throughout the year any pain points, anxieties and/or worries the teachers may feel as they learn the new curriculum. Proactively problem solve issues and concerns as they arise.
- ☐ As needed, create monitoring systems, whether it's learning walks or feedback forms, to help to identify what's going well, where extra support is needed, and where adjustments are needed. These touch points could be considered in the late fall, winter, and spring.



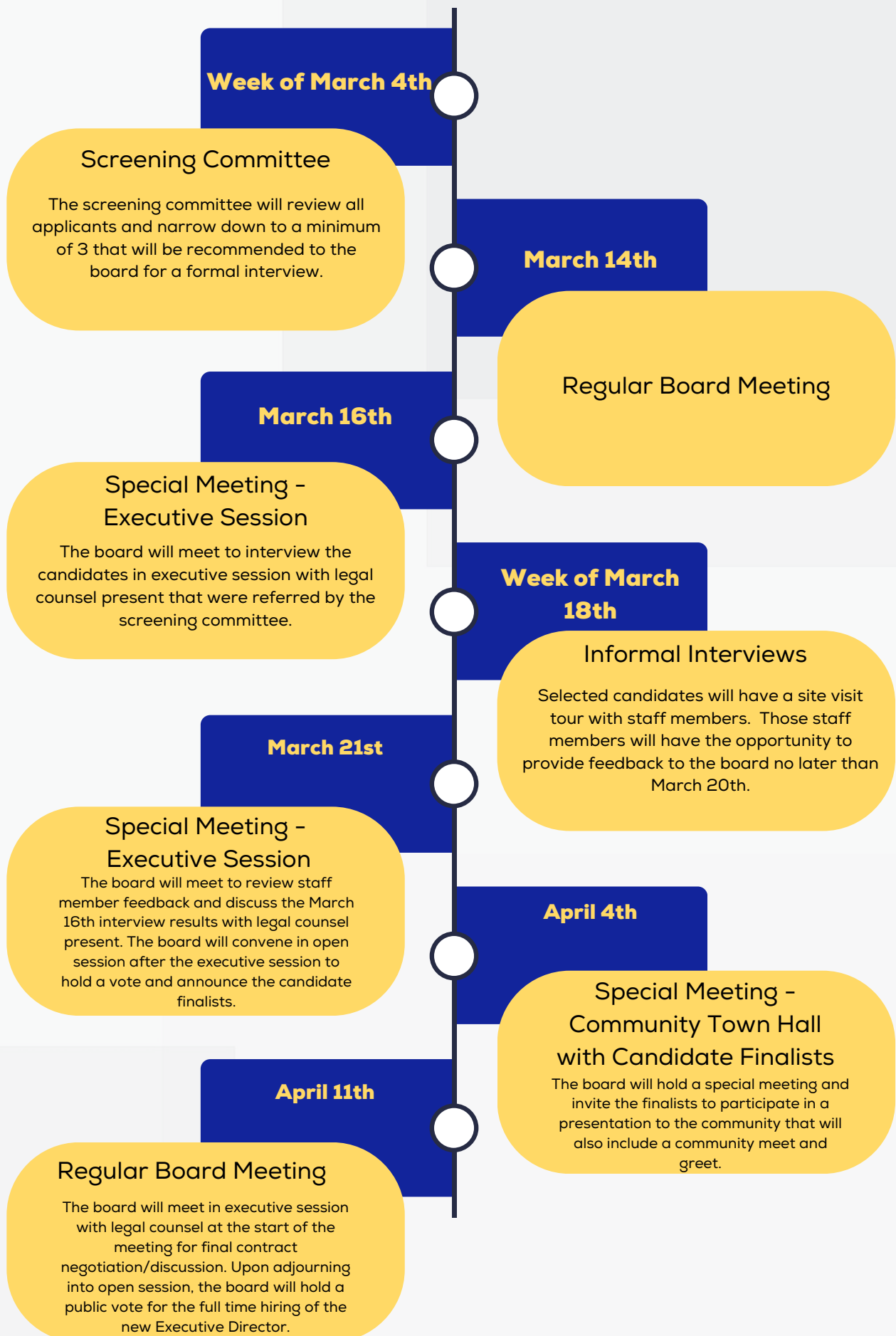
### **Overall Process Timeline - Start to Finish**

Date	Action Item/By Whom
10-5-22	Discussions, input, feedback began with the MA CC regarding adopting a new math curriculum. Teacher members were sent back to grade level teams tasked with bringing input to the November meeting.
11-2-22	MA CC teacher members brought back feedback, input, ideas regarding the search for a new math curriculum. It was decided that we would create a math subcommittee to focus on the researching math curricula.
1-3-23	Math Subcommittee began meeting one to two times a month through the remainder of the school year to research math curricula.
January 2023	Teacher Math Curriculum Survey went out to solicit thoughts and opinions from MA teaching staff.
Feb. - May 2023	Updates given to MA CC on progress of the math subcommittee.
10-5-23	Math curriculum adoption recommendations (Reveal and Everyday Math) were presented to the MA CC by the math subcommittee for consideration/vote at the November MA CC meeting. At this point, all teachers were able to check out samples of the two proposed math curriculum choices for examination and review. A Google form was created so that the teachers could give their feedback and input on their review of the curriculum materials. A QR code and passwords were given to teachers to access the teacher portal to explore online/digital information, teacher materials, student materials, etc.
11-2-23	At the November MA CC meeting, the curriculum materials survey results from teachers, feedback from their examination of the curriculum and curriculum materials were discussed. It was moved and seconded to narrow the choices down to Reveal Math and Everyday Math with further investigations of more details before the December meeting.
12-7-23	At the December MA CC meeting, the committee voted to recommend the Reveal Math curriculum to the MA senior administration for presentation to the MA BOD.
	<b><i>All dates and timelines below are subject to change pending reviews</i></b>

	<b><i>and approvals.</i></b>
2-8-24	MA CC decision presented at the 2-8-24 MA BOD meeting by MA senior administration for a First Read on the math curriculum adoption recommendation.
2-12-24 to 2-23-24	MA Community review window to include an option to submit a feedback review form to the Board.
3-14-24	MA BOD final vote on math curriculum recommendation.
March - August 2024	<b>Depending on MA BOD final vote, Implementation Plan dates are sketched out below:</b>
March 2024	Complete a Reveal Math order just for Teacher Editions so that teachers can have them as soon as possible in order to start preparing for the new implementation. Once ordered they arrive in 10-12 days.
April 2024	Complete a math curriculum materials order in collaboration with Diane so materials can arrive in a timely manner.
May 2024	Initial training in preparation for August implementation will be free Reveal Math online live webinars and videos.
Summer 2024	Plan for receipt and distribution of curriculum materials according to Implementation Checklist.
Summer 2024	Live Reveal Math webinar/trainings available to teachers over the summer that teachers can attend free of charge.
August 2024	Teacher PD on the new math curriculum in preparation for implementation for the 2024-2025 school year. (\$3500)
Fall 2024	Teacher PD follow-up online, maybe October or November. (\$1500)

# MONUMENT ACADEMY

## EXECUTIVE DIRECTOR HIRING TIMELINE





# MONUMENT ACADEMY BOARD OF DIRECTORS

## *Election Information*

### **What does it mean to serve on the MA Board of Directors?**

As a charter, school policy is set by a volunteer parent Board. Members of the Board work diligently to ensure the school is staying true to the mission and vision of Monument Academy. The Board has two employees, the Executive Director and CFO, and together this team makes decisions for the current and future success of the school.

### **Who Can Apply?**

- Parents or Guardians of a current Monument Academy student are eligible
- Applicants must be at least 25 years of age
- Applicants should have an enthusiasm for MA and conviction in its purpose

### **Election Timeline**

#### **Now - March 31st:**

- Complete the application and submit it to the Board
- Meet with 1-2 Board members to ask questions about the position
- Confirm desire to be an official candidate
- Attend as many Board meetings as possible

#### **April:**

- Give a 5-minute statement of interest at Board Meeting
- Community Q&A session with candidates
- Formal 5-day election held last week of April

#### **May:**

- Election results announced to the community at the Board Meeting

#### **June:**

- Newly elected Directors sworn in at Board meeting, effective July 1st
- Complete Board training & background check

#### **July:**

- July 1 begins a 3-year term as a voting member of the MA Board of Directors

**Submit an application using the following link:**  
**<https://forms.gle/ZmEcKe61ZjMfLoGq5>**

Still have questions?

E-mail: [MABoard@MonumentAcademy.net](mailto:MABoard@MonumentAcademy.net)