



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

Minutes from August 8, 2024 at 6:30pm MST  
**Monument Academy East Campus Gym**

**Mission Statement:**

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

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

- a. *Mr. Graham called the meeting to order at 6:30 pm, read the mission statement, and led the Pledge of Allegiance. Prior to taking roll call President Graham read a resignation letter from Mrs. Belisle. President Graham proceeded to take roll and declared a quorum. Board Members in attendance: Craig Carle, Lindsay Clinton, Jilinda Dygert, Ryan Graham, Karen Hoida, and Matt Ross (virtual attendance). Others in attendance: Collin Vinchattle and Glenn Gustafson.*

**B. ADDITIONS TO/APPROVAL OF AGENDA**

- a. *Mrs. Clinton motioned to amend agenda item E.c. Committees numeral iv. to read "SAAC - East (Mrs. Dygert)" and strike numeral ix. under item E "HR Subcommittee" as we held our last committee meeting and this committee was dissolved. Mrs. Dygert seconded the motion. Mr. Graham called for a vote. The motion was carried unanimously. No other additions or corrections were suggested. The remainder of the agenda was approved as distributed with unanimous consent.*

**C. CITIZEN'S COMMENTS PERTAINING TO AGENDA ITEMS**

- a. *None*

**D. CONSENT AGENDA**

- a. *Mr. Graham noted that letter C. Committees i. says "curtain gutters" and should say, "curb and gutter". No other edits or corrections were suggested.*
- b. *Minutes from July 11, 2024, with the aforementioned edit, were approved with unanimous consent.*

## **E. REPORTS OF ADMINISTRATION & COMMITTEES**

### *a. Executive Director Report:*

*Mr Vinchattel expressed gratitude on behalf of the teachers and staff for the Board breakfast. The kickoff event was successful with a lot of positive feedback. Kudos were given to the admin and staff for such a meaningful training. Middle School and High School Town Halls were led by Mrs. Duca on August 7th. Mrs Kuhlman held a Parent Square informational meeting this evening at West Campus. An active shooter drill was held at West Campus led by Monument PD on Wednesday. The exercise was very valuable to see what goes on and how things are carried out during such a time. Mr. Vinchattle expressed sincere gratitude for the collaboration with Monument PD. It was beneficial to all who participated. Finally, Mr. Vinchattle expressed gratitude for the smell of fresh asphalt as he walked out of West campus today; it's the beautiful smell of progress being made.*

*Mrs. Clinton inquired about communication going out to West Campus families about this year's carline. Mr. Vinchattle confirmed that diagrams, maps, videos, and communications are being finalized and families will receive the information next week. Mrs. Clinton then inquired if there would be subsequent training on more aspects of Parent Square, or a makeup training for those who may have missed this evening. Mr Vinchattle affirmed that there is a potential for other Parent Square trainings on other specific topics, but not necessarily a repeat of what Mrs. Kuhlman presented this evening. In the meantime, any Parent Square questions may be sent to Mrs. Kuhlman. Mrs. Clinton also inquired about school fee collection efforts. Mr. Vinchattle spoke to the ability of fees being paid through Parent Square as well as field trip signup and those fee collections. Again, as those features are made available, communication will be sent out to families about how to utilize them. Mr. Gustafson spoke to the current fee collection effort stating that it has gone well, and only a small percentage remain to be collected. He also clarified that we cannot prevent students from graduating based on lack of fee payment. Mr Graham inquired about our ever-growing homeschool collaboration enrollment numbers; we projected 21 students enrolled, and have exceeded it by over 40%. What is our cap on that program before we have to hire additional support staff? Mr. Vinchattel answered that we have three days available for this program. Tuesdays are for K-2 students, Wednesdays for K-5 students, and Thursdays students in grades 3-5 may come. With that, the Wednesday session is full. But, we still have room to grow with our Tuesday and Thursday session offerings. There does not seem to be a need for a cap at this time.*

### *b. Chief Financial Officer Report:*

*Mr. Gustafson reported that the auditors were on site July 16-18. The audit went well with minimal and minor changes. Now, we are waiting on the completion of the Lewis-Palmer D38 audit before we can finalize our audit and the 990 tax returns and be done. Glenn gave a shout out to our new Finance director, Laura Polan. She is doing a great job working through July's financials, and her work is essential to Glenn's efforts.*

*In terms of special projects, the draft of Q4 financial statements are in the Board packet. These had to be done in order to post to the bond disclosure website. The preliminary results look strong. The elementary results came in with A \$330,000 net income. Our secondary campus had a net loss of about \$65,000. And the preschool had a net loss of \$32,000. Mr. Gustafson suggested that a conversation should take place later this winter about preschool viability.*

*In terms of software updates, we are fully implemented with the purchasing module in SDS. For the first time in a long time we are issuing purchase orders to vendors. This is not only important to the vendor but for us as well as it puts an encumbrance on funds so that they cannot be spent on other expenses between the time of the purchase order issuance and actual payment. We keep getting better and better at utilizing the SDS functionalities. We were able to finally convert the student activities fund from QuickBooks to SDS. Thus allowing us to cancel our*

QuickBooks subscription.

Glen gave a reminder that the payroll changes are in process. Staff should receive another reminder about what payroll changes are happening and why.

In terms of the recirculation project we have two final payments to Wildcat Construction and then we will be done with our end.

A little bit of bad news: there is no news on the ERTC tax credit. We did get a letter stating that more time is needed. Mr Gustafson still believes our efforts were strong and valid. And finally, the IRS requires that an arbitrage tax return be filed 5 years after the issuance of bonds. We issued our bonds in 2019, so the 5-year period ends now. We are going to have to go under contract with a firm to file this required paperwork. It'll cost about \$4,000 which was not in the original budget. Ultimately, the wheels are in motion to get this done.

Mr. Carle requested clarification from Mr. Gustafson on the ERTC questioning, "For the money that we paid to get that prepared, do we still pay that money if we don't receive those funds?" Mr. Gustafson confirmed that we will still need to pay that bill, as most CPA firms do not work under contingent contracts.

President Graham stated that he is grateful Monument Academy did not engage UPK this school year, as there are potential handcuffs forecasted when it comes to curriculum requirements, not all of which align with Monument Academy's values and mission. He agrees with Mr. Gustafson that a conversation about preschool at MA needs to be had as we are losing students to schools that offer UPK.

c. Committees

i. Highway 105 Committee Report:

Mr. Graham - reported that construction crews have begun laying asphalt, and the intention is to have the northern two eastbound lanes completed from the intersection of Knollwood & Hwy 10, up to the church's property, by Sunday. President Graham described the changes in traffic patterns that will take place once the aforementioned intention has been met, and reiterated that carline info will be sent out by the time this plan is completed. He suggested that community members who can take alternate routes during carline times might do so to avoid any unnecessary delays, and reminded parents to have patience during the first couple of weeks of school as we settle into our carline routine.

ii. Curriculum:

President Graham skipped East Campus Curriculum as Mrs. Belisle left no report. Mrs. Clinton gave a "no report" for West Campus Curriculum.

iii. SAAC - West:

Mr. Ross - no report.

iv. SAAC - East:

Mrs. Dygert - no report. Mrs. Dygert did put a plug into the community to be on the lookout for notifications from principals about attending SAAC meetings, and joining the SAAC Committees. As well then to be on the lookout for information from D38 about applying for the PCAC. Training for the SAAC members will be held by D38 on September 22, 2024, and the first PCAC meeting will be on the 10th of September at the D38 Administration Building from 6-8pm. Please reach out to your campus principal if you are interested in this volunteer opportunity.

v. Governance:

Mrs. Hoida - reported that the Governance Committee met over the summer a few times. They are bringing forward 2 different matters that are on the agenda for later tonight. One being a library material review policy, and the other a policy in regard to non-legal name changes for students.

vi. Finance:

Mr. Carle - reported that the Finance Committee met on July 24, 2024 and are optimistic about where we are headed financially. He gave praises to

Glen and Laura for all their diligent work and in the thoroughness in relaying to the committee & community the details of our finances.

vii. *Buildings & Facilities:*

Mr. Graham - reported that we are under contract to close on the dirt lot located at 1210 Village Ridge Point on September 13, 2024. We are currently in our due diligence phase of looking over all the documents that pertain to this transaction.

viii. *RDC:*

Mrs. Clinton-no report.

## **F. ITEMS REQUIRING BOARD DISCUSSION/ACTION**

a. *Policies:*

i. *KECL: Library Materials Parental Review Policy*

Mrs. Hoida did a first reading of Policy KECL: Library Material Parental Review Policy. She first summarized this policy stating that it outlines a process for reviewing Monument Academy (MA) library/media center materials if a parent/legal guardian of a current MA student has an objection to or concern with the material's content, and expressed gratitude to Mrs. Belisle for her contributions to the creation of this policy.

Mr. Graham expressed gratitude to the committee for the time and effort put forth for the creation of this policy. He inquired to Mr. Vinchattle who would be our collection point for community feedback. Mr. Vinchattle accepted that responsibility.

Mr. Carle asked for clarification: if a book is put up for review, is it then taken out of the library and kept off shelves for the duration of the review period. Mrs. Hoida confirmed that once a review request for a book has been submitted, the book under question is then taken off library shelves, and will remain barred from being checked out until the completion of its review.

Mrs. Clinton asked, if a book has gone through the review process and is deemed appropriate and put back into circulation what will the tag that notifies parents/guardians that the book has been reviewed look like? Mr. Vinchattle answered that that is something that we are researching and working on.

Mrs. Clinton asked, what would be the timeline in forming the LRC? Mr. Vinchattle answered that the formation of the committee would begin once the policy has been voted through as there are already several books ready to be reviewed on Mr. Walker's desk at the elementary level.

Mr. Ross asked for reiteration of the term limits of decisions made on reviewed books. Mr. Vinchattle answered that once a book has been reviewed, if it is put back into circulation, it may not be reviewed again for 5 years.

Mr. Ross asked why we landed on 3 books as the limit of books parents may request a review for? Mrs. Hoida stated that the sentiment of the Governance Committee regarding this point was such that we could have too many materials for the LRC potentially be able to review in a timely manner, so we wanted to have parents limited to 3. The committee did not feel that this put a cap on the ability to review materials that need to be reviewed, rather it prevents any one individual from requesting an excessive number of reviews.

Mrs. Dygert inquired if the LRC has a set amount of time to complete a review once it's been requested? Mrs. Hoida answered that, at this time, those parameters will be set by the LRC once it has been established. She also noted that we will need to give the LRC a reasonable amount of time to first get through the current backlog of questioned books.

Mr. Graham sought clarification stating, the intent with the LRC is that when

they report during a regular Board session they will provide their findings and present their ruling on a particular book. But, in the event that the Board then wants to exercise C.R.S. 22-32-110 what would be the process of how that would take shape. Mrs. Hoida stated that what we included in this policy (under heading "Tasks of the LRC" 6.iii.) is that the Board reserves the right to exclude materials from our library shelves irregardless of when the LRC is reporting or if they are reporting on the book in question by the Board. Mr. Graham requested from Mr. Vinchattle that the Board be able to see a list of the books up for review prior to the LRC reporting on them at a Board meeting. Mr. Vinchattle answered that notification can be given. Mrs. Hoida clarified that the LRC will be reporting regularly on their activity. If for some reason, once the LRC has reported on a particular book, the Board then reviews the questioned book themselves they can choose at that point to take a different action. She does not see that it is necessary that the LRC report to the Board in advance of their report at a Board meeting on which materials are under review, because we can always take our own action based on our reserved rights.

Mr. Graham tasked the Board to review this policy and submit feedback to the Governance committee for further consideration. He also encouraged the MA community to review the policy and submit their feedback to the Board as well. The Governance committee will bring this policy back next month for a proposed vote after taking all feedback into consideration. Comments may be emailed to Mr. Vinchattle.

ii. *JRN: Non-Legal Name Changes for Students*

President Graham noted two citations from House Bill 24.10.39 for context as to how we have arrived at putting forth a policy that has to deal with non-legal name changes for students:

1) Number 5 under 22-1-145 - A local education provider shall implement a written policy outlining how the local education provider will honor a student's request to use a chosen name and may include a process for including a student's chosen name on school records. A written policy adopted pursuant to subsection 5 must comply with the Federal Family Educational Rights and Privacy Act of 1974 20 USC section 12-32 G as amended in section in 22-1-123.

2) Under the statute chosen name means any name that a student requests to be known as that differs from the student's legal name to reflect the student's gender identity.

Mr. Vinchattle stated that policy JRN contains the reasoning for the policy and JRN-R provides the procedure that we will use to work with students through these types of instances. This has been communicated to the administration team, and the regulation policy has been integrated into our handbooks so that families would have that knowledge moving forward.

Mr. Graham stressed that the nature of this policy for Monument Academy is to make sure that parental rights are unequivocally protected.

Mr. Vinchattle read Policy JRN aloud.

Mrs. Hoida moved that we adopt Policy JRN. Mrs. Dygert seconded the motion. No discussion was had. President Graham called for a vote. The Policy was adopted unanimously.

iii. *JRN-R: Non-Legal Name Change for Students Procedures*

Mr. Vinchattle read Policy JRN-R out loud noting the following changes to be made on the final & approved policy:

- 1) The centered heading "Non-Legal Name Changes for Students" under the info box at the top of the document should be removed since it is already stated above as the policy name.

- 2) Under the heading, "Grounds for denying a non-legal name change request" item number 6 should be edited to be number 5.

Mrs. Hoida moved that we adopt Policy JRN-R. Mr. Carle seconded the motion.

Mr. Ross inquired as to how we landed on the boundary of one request per student per semester? Mr. Vinchattle replied that it stemmed from the consideration of time and effort it takes to complete this process for all parties involved. Mr. Ross inquired further as to whether we might ever extend that boundary for more than a semester? To which Mr. Vinchattle replied that we want to be respectful to the process for the student. If we delay the process too long, it could cause issues for the student and families involved.

Mr. Carle asked if we would require the families to make the necessary changes in Infinite Campus. Mr. Vinchattle acknowledged that that would be part of the process, and this IC change would occur at the District level. So, the request for a name change would start at the school. If all the requirements of the request were met and the request approved, the school would make that communication to the District to have those changes made on their end.

Mrs. Dygert sought clarification on terms in item number 5 under "Non-legal name change request procedure". She asked what criteria will we use to determine if the student requesting the name change has the mental capacity to forgo the use of their legal name? Mr. Vinchattle responded that if it was a gray area or questionable, we would consult with legal counsel before proceeding to help facilitate that process.

No further discussion was had. President Graham called for a vote. The policy was adopted unanimously.

b. *East & West Campus Parent/Student Handbooks:*

Mr. Vinchattle stated that since the tabling of the handbooks at the July Board meeting, nothing in the handbooks changed except for the addition of the non-legal name change procedures.

Mrs. Hoida & Mrs. Clinton noted that grammatical and technical edits were submitted to the editing team that have not yet been made. Mr. Vinchattle noted that those corrections were received and will be made in the final copy that will be posted online.

Mrs. Clinton requested that Mr. Vinchattle speak to the new section in the handbook on the bullying program. Mr. Vinchattle summarized the approach that will be taken in a bullying situation stating that at our West Campus we will lean on our Capturing Kids Hearts & Character education programs which help us make social norms and expectations known to the students through social contracts and a discipline matrix. At East Campus over the summer, our team has built up our Leadworthy program integrating it through our Peaks system.

Mrs. Clinton requested clarification from Mr. Vinchattle as to the preferred way for parents to clearly communicate with the teachers & staff. Mr. Vinchattle noted that for more formal issues that might require a back & forth correspondence, email would be the preferred method; teacher and staff emails can be found on the school's website. Parent Square should be used for general, less formal communication between home and school for quick updates and comments.

Mrs. Clinton motioned to approve the East & West Campus Handbooks with the edits that were provided to Mr. Vinchattle from the Board per our discussion tonight.

Mrs. Dygert seconded the motion. No further discussion took place. President Graham called for a vote. The motion was carried unanimously.

c. *Athletic Handbooks for Middle School & High School:*

*Mr. Vinchattle stated that at the July Board meeting it was requested that the athletic handbooks be reviewed and updated if necessary. Mr. Svendsen, our athletic director, has done that task. The proposed handbooks were submitted electronically to the Board prior to the meeting. Feedback from Board members had been given and taken into consideration. What we have this evening are the final proposed athletic handbooks for middle and high school.*

*Mrs. Clinton motioned that we approve the middle school and high school student-athletic handbooks as presented this evening. Mr. Carle seconded the motion. No discussion was had. President Graham called for a vote. The motion was carried unanimously.*

*d. Board Technology Purchase Recommendation:*

*Mr. Vinchattle presented on behalf of Mr. Dicus. After gauging the reality of what the Board needs in terms of technology, Mr. Dicus has been researching how to best suit them. He is in the process of speaking to a number of companies who have expertise in this area. Once these discussions are complete, Mr. Dicus would like to move forward with the purchase of the needed equipment. It is understood that, with the budget in mind, the first desire is wireless microphones, the second a recording camera that the Board can control, and finally a visual board to display policies, documents, and such for the general public to view during board meetings. No action was needed because the budget for these purchases was already approved.*

*e. Major Gifts Officer Job Description:*

*Mr. Vinchattle spoke to the job description and the reasoning for the pay being a set amount versus commission-based.*

*Mrs. Hoida asked if we were to move forward with a salaried position, is there anything that would prevent us from giving a bonus at a later time provided we have the budget and board approval, if the hired person performs exceedingly well? Mr. Vinchattle answered that that would be something he and Mr. Gustafson could discuss and set guidelines and goals for, and then add to the job description, if the Board decides to go that route.*

*Mr. Carle first clarified that there is a line item in the budget for the income that we expect this job to create. He further proposed that a tiered bonus system be created for anything the hiree raises above that budgeted income. Mr. Vinchattle stated that he and Mr. Gustafson would like to work on that structure before further steps are taken.*

*Mrs. Clinton wondered the reasoning behind this potential hire reporting to the operations manager rather than the executive director. Mr. Vinchattle stated that the two jobs seem to fit in the same realm of work as our operations manager is and will be involved in fundraising and such. Having the two positions work together would allow them to be on the same page for fundraising strategies ultimately reporting to the executive director through the operations manager.*

*Mr. Carle spoke to the job description stating that he thinks it accurately portrays what we want this position to accomplish.*

*The general consensus of the Board is that we would like to have this brought back at the September meeting, with a tiered pay scale option, before any action is taken.*

*f. FY 24-25 Board of Directors Meeting Dates:*

*After discussion, it was decided that the October meeting, January retreat, and June retreat should be changed.*

*Mr. Vinchattle noted that we would need an alternate location for the November & March meetings due to the middle and high school theatrical productions.*

*President Graham motioned that we approve the Board of Directors calendar for the '24-'25 fiscal year with the following changes: October of 2024 the regular meeting*

will be moved to October 17<sup>th</sup>, January of '25 the retreat will be moved to January 17<sup>th</sup> from January 10<sup>th</sup>, July of '25 the retreat will be moved from June 13<sup>th</sup> to July 11<sup>th</sup>, and then we will notate on the calendar that the retreats will start at 9:00<sub>a.m.</sub>. Mrs. Dygert seconded the motion. No further discussion was had. President Graham called for a vote. The '24-'25 Board of Directors calendar was approved unanimously.

g. FY 24-25 Board of Directors Strategic Planning:

i. SWOT Analysis:

Mr. Vinchattle began by stating that at our Board retreat we worked on our SWOT analysis and identified our SWOT grid. A draft grid was submitted to the Board for further input. Feedback was: listing all priorities vs. only the top 3, listing all the priorities and differentiating the top 3. Other suggested changes were put in parentheses on the document. Once this SWOT grid document has been voted on, it will become a public document that we will put up on the school website under "Board" and the "Strategic Planning". Our next step in the process will be setting goals.

Starting with what is in parentheses: under "Strengths" was "security at both campuses", it was agreed to keep that listed. Under "Threats" was "artificial intelligence, technology, education", it was agreed to add it as "artificial intelligence as a detriment to academic integrity". Finally, under "Threats", "competition" was duplicated to "Opportunities".

Glen voiced that both financial items are under weakness, and he believes we could send a better message to our families about our financial situation; that our financial operations are straightening out, sure we are still struggling with some results, but our operations are strengthening. Mr. Graham proposed that we move "Bond Compliance Ratios/Finance" to opportunities. All agreed.

Discussion was had on whether to just publish the top 3 items or the top 3 along with all other thoughts below. Mr. Ross proposed that we publish the top three items in each SWOT box along with a coverall statement of explanation that we are aware of other needs within the entity of Monument Academy and that these are only the top 3 of what is on our radar.

Mrs. Hoida moved that we approve the SWOT analysis with the 4 areas of (1) Strengths (2) Weaknesses (3) Opportunities & (4) Threats, listing the top 3 in each category, and that we also create a communication that outlines all the strengths that have been identified in the "Strengths" box.

Mr. Carle seconded the motion. No further discussion was had. President Graham called for a vote. The motion passed unanimously.

ii. Strategic Planning Goals:

Mr. Vinchattle explained that for any strategic plan to be meaningful, the goals of that plan should cover specific areas of school governance and be stated in a manner that is clear. The 5 areas for goal setting are: (1) Academic Excellence (2) Character Emphasis (3) Financial Stability Performance (4) Sustainability Capacity Management & (5) Operational Stability. He reminded the Board that this SWOT analysis will yield 1-year goals. Next year, we can look at setting 3 or 5-year goals.

The SWOT analysis will help render our goals in these areas. Mr. Vinchattle will create goals & measurements for the goals and present them to the Board at the September meeting, and he's happy to partner with someone to create the goals. Mrs. Clinton & Mr. Ross volunteered to help with this project.

- h. Board of Directors Seat Vacancy & Committee Assignments: President Graham present two options to the Board to consider. Both options are per our by-laws. Option 1: Remain as a 6-member board. Mrs. Belisle's seat is set to expire on June 30, 2025 and we can run as a 6-member board for that duration. Option 2: Go through an appointment selection process. He further motioned that the MA Board remain as a 6-member board through June 30, 2025. Mr. Carle seconded the motion. No further discussion was had. President Graham called for a vote. The motion passed unanimously. By acclamation committee assignments are as follows*
- i. Curriculum-West Campus: Mr. Ross*
  - ii. Governance: Mrs. Dygert*
- To make it official, President Graham moved that Curriculum West will be comprised of Board member Matt Ross, and Governance will be comprised of Karen Hoida & Jilinda Dygert for the remainder of the '24-'25 fiscal school year. Mrs. Clinton seconded the motion. Mr. Graham called for a vote. The motion passed unanimously.*

#### **G. BOARD COMMENTS/ANNOUNCEMENTS**

- a. Mrs. Clintonton requested 2 Board members to host the first Board Cafe Chat of the year. Mr. Carle & Mrs. Dygert volunteered. A time and date will be set and communication to the public sent out soon.*

#### **H. NEW BUSINESS**

- a. None.*

#### **I. MOTION TO ADJOURN TO EXECUTIVE SESSION**

- a. Mr. Graham motioned to adjourn to executive session pursuant to C.R.S. 24-6-402(4)(d) to discuss specialized details of security arrangements. Mrs. Hoida seconded the motion. No discussion was had. Mr. Graham called for a vote. The motion was passed unanimously.*

#### **J. ITEMS REQUIRING BOARD DISCUSSION/ACTION**

- a. Action taken on items discussed in executive session in regards to the details of our security arrangements.*
- Mr. Vinchattle stated that when watching the recent exercise that was performed with Monument PD, it was a very powerful exercise as I stated earlier, seeing interactions between officers and armed staff got me to thinking, which program truly works best for Monument Academy and why? Mr. Vinchattle then proposed that we switch programs from Able Shepherd to FASTER Colorado stating that from a tactical approach it aligns more with Monument Police Department and it also aligns with the training Lewis-Palmer D38 security has in place so that our first responders and armed staff can work in better unison with the training that they have received.*
- Mr. Graham called on Mrs. Hoida to read a resolution in regard to school safety and security. Mrs. Hoida stated that this will replace our existing resolution regarding school safety and security, and proceeded to read the resolution. Mrs. Hoida then moved that we adopt this resolution to replace the prior resolution. Mr. Graham seconded the motion. No discussion was had. President Graham called the vote. The motion was carried unanimously.*

#### **K. ADJOURNMENT**

#### **L. CITIZEN COMMENTS NOT PERTAINING TO AGENDA ITEMS**

- a. None.*