



## The Community Roots School Board Meeting

Tuesday, Jan. 10th, 2022 6:30 p.m.  
229 Eureka Ave. Silverton

### Agenda

1. Call meeting to order – Sarah
2. Reading of Community Roots School Mission Statement – Virginia (6:30)  
*Rooted in our local community, we learn in an authentic Montessori environment, growing as conscientious and joyful learners, inspired to lead in the world community.*
- Consent Agenda (6:35)
  - Approve December Meeting Minutes
- Audience with Visitors (Audience members may make comments to the board on any topic) (6:40)
  - Alyssa Burge
  - Melissa Wagoner
- Administrator Report – Christen Kelly (6:50-6:55)
- Committee reports (Fundraising, Finance, Facilities) (6:55-7:05)
- Discussion Items and Actions (7:05-8:30)
  - Strategic Plan
    - Discussion
  - School Restructuring
    - Discussion
  - Marketing
    - Discussion

VISITORS: Meetings of the school board are for the members to conduct official school business. All meetings are open to the public, except executive sessions, which may be called according to Oregon law. Members of the public desiring to address the board are asked to contact the administrator at least one week in advance of the meeting. Large groups are asked to designate a primary spokesperson.



## **The Community Roots School Board Meeting**

**Dec 6, 2022**

### **Draft Minutes**

Staff: Christen

Board Members: Matt, Jane, Virginia, Sarah, Jackie

Consent agenda: amend November minutes - 5-0 approves

Audience with Visitors: Parent teacher conferences are all finished up, we ended the wreath sale with great success. Aaron W. visitor did not have any key points he wanted to bring up.

Administrator Report: Leadership team meeting happened last week with discussions on how to be more sustainable as a school. 3 new students starting in January (Kindergarten, 2nd grader, and 1st grader). High School choir will come out on Friday to sing for the school. Completed vision screenings and star testing. We will add a January 10th board meeting.

Implementing a marketing plan, Virginia, Matt and Bryna met on Sunday to speak about marketing and how to possibly put an official committee together.

Fundraising: Wreath/Poinsettia sale, wreath workshop and Giving Tuesday - over \$11k raised. Sarah is working on a possible grant for \$50k, possible social/emotional skill workshop.

Facilities: Problem with vehicles using Grange parking lot as a turn around. Working on getting a school sign on the road. Getting quotes and labor for carpets. Scheduling a floor cleaning over the break.

Finance: Current enrollment is not sustainable. Good news is that we do get paid based on the consistency of our enrollment numbers, so if we go from 94 to 112 at the beginning of next year we will get paid based on the new total. Reserves are \$280k. In February, new ADM rate will be released so we will know a lot more about how much we will be paid.

School Structure Discussion: Middle School is overly staffed and 10 students is not sustainable - 15 is break even. Board has to submit a budget before we know our exact numbers for last year. Charter cap for enrollment is 140 but we are limited by our facilities as well.



## **The Community Roots School Board Meeting**

**Dec 14, 2022**

### **Draft Minutes**

Staff: Christen

Board Members: Matt, Jane, Virginia, Sarah, Jackie

The meeting began with a review of all the data that has been collected, both historically, and through current avenues (community survey and outreach, individual conversations between Board members and Leadership Team members, financial projections, enrollment data, and budget considerations).

In this review and discussion, some items that were addressed include:

In closing the Middle School program, would that bring us closer to strategic plan goals? Yes - clear steps could be mapped out for equitable district pay and health benefits for all staff.

In restructuring the school to have a 6-8 program, how would that meet the developmental needs of the students, and given survey results, would we have enough students retained to make that a viable option? It does not meet developmental needs of the children, we likely will still lose students to SMS, however some survey results were in favor of this option.

If we sustained the Middle School for another year or two, would it be financially viable between years 2-4? This is not likely based on the data we collected via survey and financial projections.

In closing the Middle School program, what would a target enrollment number need to be? We need greater than 96 students; target number to enroll is 25-30 new students for 2023/23 school year.

What is the plan for marketing and outreach? Do we have a budget for this? A discussion about a 0-Budget marketing plan and support from parent volunteers - still ongoing.

The Board requested several action items that they still would like to conduct & consider including:

Virginia to connect with Ginnie for a conversation

Christen to write a letter to the Grange to inform them of the discussions we are having surrounding the middle school program (will be sent out the week of Dec 19th).

Christen to draft a communication plan.



# The Community Roots School

## January 2023

# Administrator Report

Enrollment:

- Current: 94 students enrolled.

### 1. Enrollment

- a. Space still available in K and grades 4-8
  - i. 3 new students enrolled in January 2023

### 2. District Communication

- a. Christen was scheduled to present a CRS Annual Report to the SFSD Board at their January 9<sup>th</sup> meeting, however SFSD has rescheduled this for their April board meeting instead.
  
- b. In discussion with the SFSD business team regarding health insurance, CRS is not in compliance with the ACA regarding health benefits. The ACA defines a full-time employee as one who works at least 30h/week for more than 120 days/year. Our assistants fall into that category.

### 1. Educational Accountability & School News

- a. CogAt screenings will be conducted for students in Grades 1, 4, and 7 in January.
- b. Child Study continues; the team meets 3x month to examine supports and next steps in place for key students.
- c. In order to adapt to lower-than-usual enrollment and building a more sustainable school model, an evaluation of restructuring current programs is in process in conjunction with the Leadership Team and input from the CRS Board.

### 2. Budget & Finances

- a. All purchases have been made for the Giving Tree. Remaining Paddle Up purchases aim to be completed by the end of January.
- b. Drafts for the 5 year budget and next years budget have begun. To be presented to Finance Committee and Board in upcoming months.

### 3. Community & Fundraising

- a. December's tamale fundraiser brought in \$425 for CRS.
- b. A date has been set for the Annual Auction and Plant Sale: May 13, 2023.

### 4. Facilities

- a. Laminate floor cleaning happened over the winter break.
- b. Several panes of glass have been replaced in the small windows in the dining hall.
- c. A fence has been erected over the brick retaining wall on the Ross Ave side of the school building.

**The Community Roots School**  
**Statement of Financial Activities**  
**As of 11/30/2022**

Description	Actual	Actual	Actual	Actual	Budget	Actual vs. Approved Budget
	8/31/2022	9/30/2022	10/31/2022	11/30/2022	Approved Budget	
State School Fund—General Support	199,528.63	199,528.63	328,137.73	392,442.28	827,668.80	(435,226.52)
BEGINNING FUND BALANCE	-	-	-	-	-	-
SIA Funds	-	74,539.75	74,539.75	74,539.75	81,338.00	(6,798.25)
ESSER II	-	9,190.24	9,190.24	9,190.24	14,000.00	(4,809.76)
ESSER III	-	12,549.18	12,549.18	12,549.18	13,000.00	(450.82)
Fundraising	2,785.00	4,385.11	15,068.94	16,948.63	40,000.00	(23,051.37)
Grants	-	3,000.00	3,000.00	3,000.00	-	3,000.00
Supply Fees	-	3,600.00	4,437.75	4,437.75	5,250.00	(812.25)
Recharge Café	-	-	728.28	1,329.81	-	1,329.81
<b>Total Revenue</b>	<b>202,313.63</b>	<b>306,792.91</b>	<b>447,651.87</b>	<b>514,437.64</b>	<b>981,256.80</b>	<b>(466,819.16)</b>
<b>General Funding</b>						
Salaries	(15,453.82)	(56,389.98)	(104,246.56)	(150,195.56)	(503,953.86)	353,758.30
Substitute & Temporary Wages	-	-	-	(49.21)	(13,500.00)	13,450.79
Benefits	(5,669.50)	(16,725.02)	(28,611.79)	(39,681.93)	(129,064.83)	89,382.90
PERS	(1,983.33)	(7,553.01)	(13,556.55)	(19,171.89)	(108,048.51)	88,876.62
Computer Expenses	(1,008.00)	-	(5,890.83)	(2,570.63)	-	(2,570.63)
Consumable Supplies and Materials	(1,683.46)	(3,057.85)	(6,032.56)	(8,142.21)	(7,600.00)	(542.21)
Dues and Fees	-	(416.84)	(2,078.94)	(828.94)	(2,000.00)	1,171.06
Insurance	(7,116.00)	(7,116.00)	(7,116.00)	(7,256.00)	(7,500.00)	244.00
Professional Development	-	-	-	-	-	-
Professional Services	-	-	(718.20)	(718.20)	(18,000.00)	17,281.80
Rent	(637.60)	(956.40)	(4,290.42)	(1,862.30)	(55,000.00)	53,137.70
Rental - Other	(268.20)	(5,400.03)	(12,881.13)	(14,029.23)	(5,750.00)	(8,279.23)
Repairs and Maintenance	-	-	-	-	-	-
Transportation	-	-	-	-	(1,000.00)	1,000.00
Utilities	(691.72)	(1,207.40)	(1,922.78)	(2,268.64)	(6,100.00)	3,831.36

Other Expense	-	(5,135.00)	(13.80)	(39.60)	(5,000.00)	4,960.40
<b>Total General Funding</b>	<b>(34,511.63)</b>	<b>(103,957.53)</b>	<b>(187,359.56)</b>	<b>(246,814.34)</b>	<b>(862,517.20)</b>	<b>615,702.86</b>
<b>SIA Funds</b>						
Professional Development	-	-	-	-	(1,164.44)	1,164.44
Admin Salary - 40% 2022-23	-	(3,150.69)	(3,150.69)	-	(28,628.74)	28,628.74
Employer Burden Admin 2022-23	-	-	-	-	(9,997.50)	9,997.50
Non-Licensed Salary (AB) 2022-23	-	-	-	-	(31,000.00)	31,000.00
Employer Burden (AB) 2022-23	-	-	-	-	(10,547.32)	10,547.32
<b>Total SIA Funds</b>	<b>-</b>	<b>(3,150.69)</b>	<b>(3,150.69)</b>	<b>-</b>	<b>(81,338.00)</b>	<b>81,338.00</b>
<b>ESSER II</b>						
Professional Development - STAFF	1,300.00	(1,300.00)	(1,300.00)	(1,300.00)	(4,000.00)	2,700.00
Technology	1,528.77	(3,966.72)	(3,966.72)	(3,966.72)	(8,500.00)	4,533.28
PPE & Air Filtration	1,055.25	(4,158.38)	(4,158.38)	(4,424.34)	(1,500.00)	(2,924.34)
<b>Total ESSER II</b>	<b>3,884.02</b>	<b>(9,425.10)</b>	<b>(9,425.10)</b>	<b>(9,691.06)</b>	<b>(14,000.00)</b>	<b>4,308.94</b>
<b>ESSER III</b>						
Non-Licensed Salary (AB)	-	-	-	-	(7,919.99)	7,919.99
Intervention Programs/STAR	-	-	-	-	(5,080.01)	5,080.01
<b>Total ESSER III</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(13,000.00)</b>	<b>13,000.00</b>
<b>Citizen Bank</b>						
Fundraising Expense			(420.00)	(420.00)	-	(420.00)
Merchant Fees			(84.58)	(173.27)	-	(173.27)
Fund Purchase	(5,135.00)		(5,135.00)	(5,135.00)	-	(5,135.00)
<b>Total Citizen Bank</b>	<b>(5,135.00)</b>	<b>-</b>	<b>(5,639.58)</b>	<b>(5,728.27)</b>	<b>-</b>	<b>(5,728.27)</b>
			-			
<i>Cont Fund 1.25% of SSF Revenue</i>	-	-	-	-	(10,345.86)	10,345.86
<i>Reserve Fund .6% off of SSF Revenue</i>	-	-			(4,966.01)	4,966.01
<b>Total Expense</b>	<b>(30,627.61)</b>	<b>(116,533.32)</b>	<b>(205,574.93)</b>	<b>(262,233.67)</b>	<b>(986,167.07)</b>	<b>723,933.40</b>
<b>Net Revenue (Expense)</b>	<b>171,686.02</b>	<b>190,259.59</b>	<b>242,076.94</b>	<b>252,203.97</b>	<b>(4,910.27)</b>	<b>257,114.24</b>
<b>Citizens Bank Balance</b>		<b>164,432.17</b>	<b>175,249.17</b>	<b>178,369.98</b>		

<b>K, LE (x2), UE (x2), MS</b>	6 FT Guides, 6PT Assist, 2 FT Admin, 1 FT Specialist		<b>K, LE (x2), UE (x2), MS</b>	6 FT Guides, 6PT Assist, 2 FT Admin, 1 FT Specialist	plus health insurance for all	<b>K, LE (x2), UE (x2), MS</b>	6 FT Guides, 6PT Assist, 2 FT Admin, 1 FT Specialist	plus health insurance for all and district level salaries	
<b>Enrollment</b>	<b>94</b>	<b>112</b>	<b>Enrollment</b>	<b>94</b>	<b>112</b>	<b>Enrollment</b>	<b>94</b>	<b>112</b>	
<b>Estimated ADM Income \$7,600</b>	714,400.00	851,200.00	<b>Estimated ADM Income \$7,600</b>	714,400.00	851,200.00	<b>Estimated ADM Income \$7,600</b>	714,400.00	851,200.00	
<b>Estimated SIA Funds</b>	70,000.00	70,000.00	<b>Estimated SIA Funds</b>	70,000.00	70,000.00	<b>Estimated SIA Funds</b>	70,000.00	70,000.00	
<b>Fundraising</b>	60,000	60,000	<b>Fundraising</b>	60,000	60,000	<b>Fundraising</b>	60,000	60,000	
<b>Total Income</b>	<b>\$844,400.00</b>	<b>\$981,200.00</b>	<b>Total Income</b>	<b>\$844,400.00</b>	<b>\$981,200.00</b>	<b>Total Income</b>	<b>\$844,400.00</b>	<b>\$981,200.00</b>	
<b>Personnel 2% COLA* not district equivalent</b>			<b>Personnel 2% COLA* not district equivalent</b>						
<b>Guides</b>	302,274.88	302,274.88	<b>Guides</b>	302,274.88	302,274.88	<b>Guides</b>	333,760.00	333,760.00	
<b>Employer Burden</b>	100,536.62	100,536.62	<b>Employer Burden</b>	100,536.62	100,536.62	<b>Employer Burden</b>	111,008.58	111,008.58	
<b>Assts + Specialist</b>	188,529.22	188,529.22	<b>Assts + Specialist</b>	188,529.22	188,529.22	<b>Assts + Specialist</b>	188,529.22	188,529.22	
<b>Employer Burden</b>	64,014.03	64,014.03	<b>Employer Burden</b>	64,014.03	64,014.03	<b>Employer Burden</b>	64,014.03	64,014.03	
<b>Admin/Office</b>	109,118.41	109,118.41	<b>Admin/Office</b>	109,118.41	109,118.41	<b>Admin/Office</b>	134,383.35	134,383.35	
<b>Employer Burden</b>	36,042.61	36,042.61	<b>Employer Burden</b>	36,042.61	36,042.61	<b>Employer Burden</b>	44,695.91	44,695.91	
<b>Health Insurance FTE</b>	100,074.00	100,074.00	<b>Health Insurance ALL</b>	139,919.40	139,919.40	<b>Health Insurance ALL</b>	139,919.40	139,919.40	
<b>Subtotal</b>	<b>\$900,589.77</b>	<b>\$900,589.77</b>	<b>Subtotal</b>	<b>\$940,435.17</b>	<b>\$940,435.17</b>	<b>Subtotal</b>	<b>\$1,016,310.49</b>	<b>\$1,016,310.49</b>	
<b>Other Expenses</b>			<b>Other Expenses</b>			<b>Other Expenses</b>			
<b>Subtotal</b>	<b>\$113,000.00</b>	<b>\$113,000.00</b>	<b>Subtotal</b>	<b>\$113,000.00</b>	<b>\$113,000.00</b>	<b>Subtotal</b>	<b>\$113,000.00</b>	<b>\$113,000.00</b>	
<b>TOTAL EXP</b>	<b>\$1,013,589.77</b>	<b>\$1,013,589.77</b>	<b>TOTAL EXP</b>	<b>\$1,053,435.17</b>	<b>\$1,053,435.17</b>	<b>TOTAL EXP</b>	<b>\$1,129,310.49</b>	<b>\$1,129,310.49</b>	
<b>Revenue less Expenses</b>	<b>-\$169,189.77</b>	<b>-\$32,389.77</b>	<b>Revenue less Expenses</b>	<b>-\$209,035.17</b>	<b>-\$72,235.17</b>	<b>Revenue less Expenses</b>	<b>-\$284,910.49</b>	<b>-\$148,110.49</b>	
		~116 ADM breakeven			~122 ADM breakeven			~130 ADM breakeven	

	5 FT Guides, 5PT Assist, 2 FT Admin, 1 FT Specialist			5 FT Guides, 5PT Assist, 2 FT Admin, 1 FT Specialist	plus health insurance for all			5 FT Guides, 5PT Assist, 2 FT Admin, 1 FT Specialist	plus health insurance for all and district level salaries		5 FT Guides, 5PT Assist, 3 FT Admin, 1 FT Specialist,	All Salaries at District Level, All Staff Health Benefits, Additional FT Operations Manager
<b>K, LE (x2), 4/5, 6-8 MS</b>				<b>K, LE (x2), 4/5, 6-8 MS</b>				<b>K, LE (x2), 4/5, 6-8 MS</b>			<b>K, LE (x2), 4/5, 6-8 MS</b>	
<b>Enrollment</b>	<b>94</b>	<b>112</b>	<b>Enrollment</b>	<b>94</b>	<b>112</b>	<b>Enrollment</b>	<b>94</b>	<b>112</b>	<b>Enrollment</b>	<b>94</b>	<b>112</b>	
<b>Estimated ADM Income \$7,600</b>	714,400.00	851,200.00	<b>Estimated ADM Income \$7,600</b>	714,400.00	851,200.00	<b>Estimated ADM Income \$7,600</b>	714,400.00	851,200.00	<b>Estimated ADM Income \$7,600</b>	714,400.00	851,200.00	
<b>Estimated SIA Funds</b>	70,000.00	70,000.00	<b>Estimated SIA Funds</b>	70,000.00	70,000.00	<b>Estimated SIA Funds</b>	70,000.00	70,000.00	<b>Estimated SIA Funds</b>	70,000.00	70,000.00	
<b>Fundraising</b>	60,000	60,000	<b>Fundraising</b>	60,000	60,000	<b>Fundraising</b>	60,000	60,000	<b>Fundraising</b>	60,000	60,000	
<b>Total Income</b>	<b>\$844,400.00</b>	<b>\$981,200.00</b>	<b>Total Income</b>	<b>\$844,400.00</b>	<b>\$981,200.00</b>	<b>Total Income</b>	<b>\$844,400.00</b>	<b>\$981,200.00</b>	<b>Total Income</b>	<b>\$844,400.00</b>	<b>\$981,200.00</b>	
<b>Personnel 2% COLA* not district equivalent</b>			<b>Personnel 2% COLA* not district equivalent</b>			<b>Personnel 2% COLA* not district equivalent</b>			<b>Personnel 2% COLA* not district equivalent</b>			
<b>Guides</b>	260,967.88	260,967.88	<b>Guides</b>	260,967.88	260,967.88	<b>Guides</b>	292,453.00	292,453.00	<b>Guides @ district level</b>	292,453.00	292,453.00	
<b>Employer Burden</b>	86,797.92	86,797.92	<b>Employer Burden</b>	86,797.92	86,797.92	<b>Employer Burden</b>	97,269.87	97,269.87	<b>Employer Burden</b>	97,269.87	97,269.87	
<b>Assts + Specialist</b>	170,448.30	170,448.30	<b>Assts + Specialist</b>	170,448.30	170,448.30	<b>Assts + Specialist</b>	173,156.16	173,156.16	<b>Assts + Specialist @ district level</b>	176,252.16	176,252.16	
<b>Employer Burden</b>	58,152.97	58,152.97	<b>Employer Burden</b>	58,152.97	58,152.97	<b>Employer Burden</b>	58,993.21	58,993.21	<b>Employer Burden</b>	60,022.44	60,022.44	
<b>Admin/Office</b>	109,118.41	109,118.41	<b>Admin/Office</b>	109,118.41	109,118.41	<b>Admin/Office</b>	134,383.35	134,383.35	<b>FT Admin/Office + Ops Manager</b>	171,332.55	171,332.55	
<b>Employer Burden</b>	36,042.61	36,042.61	<b>Employer Burden</b>	36,042.61	36,042.61	<b>Employer Burden</b>	44,695.91	44,695.91	<b>Employer Burden</b>	57,005.21	36,042.61	
<b>Health Insurance FTE</b>	92,104.92	92,104.92	<b>Health Insurance ALL</b>	131,950	131,950	<b>Health Insurance ALL</b>	131,950	131,950	<b>Health Insurance ALL</b>	139,919.40	139,919.40	
<b>Subtotal</b>	<b>\$813,633.01</b>	<b>\$813,633.01</b>	<b>Subtotal</b>	<b>\$853,478.41</b>	<b>\$853,478.41</b>	<b>Subtotal</b>	<b>\$932,901.50</b>	<b>\$932,901.50</b>	<b>Subtotal</b>	<b>\$994,254.63</b>	<b>\$973,292.03</b>	
<b>Other Expenses</b>			<b>Other Expenses</b>			<b>Other Expenses</b>			<b>Other Expenses</b>			
<b>Subtotal</b>	<b>\$113,000.00</b>	<b>\$113,000.00</b>	<b>Subtotal</b>	<b>\$113,000.00</b>	<b>\$113,000.00</b>	<b>Subtotal</b>	<b>\$113,000.00</b>	<b>\$113,000.00</b>	<b>Subtotal</b>	<b>\$113,000.00</b>	<b>\$113,000.00</b>	
<b>TOTAL EXP</b>	<b>\$926,633.01</b>	<b>\$926,633.01</b>	<b>TOTAL EXP</b>	<b>\$966,478.41</b>	<b>\$966,478.41</b>	<b>TOTAL EXP</b>	<b>\$1,045,901.50</b>	<b>\$1,045,901.50</b>	<b>TOTAL EXP</b>	<b>\$1,107,254.63</b>	<b>\$1,086,292.03</b>	
<b>Revenue less Expenses</b>	<b>-\$82,233.01</b>	<b>\$54,566.99</b>	<b>Revenue less Expenses</b>	<b>-\$122,078.41</b>	<b>\$14,721.59</b>	<b>Revenue less Expenses</b>	<b>-\$201,501.50</b>	<b>-\$64,701.50</b>	<b>Revenue less Expenses</b>	<b>-\$262,854.63</b>	<b>-\$105,092.03</b>	
	~105 ADM breakeven			~111 ADM breakeven			~121 ADM breakeven			~126 ADM breakeven		



		Current Enrollment Numbers		Next year enrollment configuration		combined middle school
		Kinder	10	Kinder	20	*aiming for this number
		Grade 1	16	Grade 1	12	*sibling enrollment
		Grade 2	15	Grade 2	16	
		Grade 3	22	Grade 3	15	
		Grade 4	4	Grade 4	22	
		Grade 5	13	Grade 5	4	
		Grade 6	3	Grade 6	5	3 to 7
		Grade 7	4	Grade 7	2	
		Grade 8	6	Grade 8	1	
		<b>total</b>	<b>93</b>	<b>total</b>	<b>97</b>	

<b>K, LE (x2), UE(x2 Guides)</b>	5 FT Guides, 4 PT Asst (7.5h), 2FT Admin, 1FT Specialist		<b>K, LE (x2), UE(x2 Guides)</b>	5 FT Guides, 4 PT Asst (7.5h), 2FT Admin, 1FT Specialist	plus health insurance for all	<b>K, LE (x2), UE(x2 Guides)</b>	5 FT Guides, 4 PT Asst (7.5h), 2FT Admin, 1FT Specialist	plus health insurance for all and district level salaries	<b>K, LE (x2), UE(x2 Guides)</b>	5 FT Guides, 4 PT Asst (7.5h), 3FT Admin, 1FT Specialist	All Salaries at District Level, All Staff Health Benefits, Additional FT Operations Manager
<b>Enrollment</b>	<b>102</b>		<b>Enrollment</b>	<b>102</b>		<b>Enrollment</b>	<b>102</b>		<b>Enrollment</b>	<b>94</b>	<b>112</b>
<b>Estimated ADM Income \$7,600</b>	775,200.00		<b>Estimated ADM Income \$7,600</b>	775,200.00		<b>Estimated ADM Income \$7,600</b>	775,200.00		<b>Estimated ADM Income \$7,600</b>	714,400.00	851,200.00
<b>Estimated SIA Funds</b>	70,000.00		<b>Estimated SIA Funds</b>	70,000.00		<b>Estimated SIA Funds</b>	70,000.00		<b>Estimated SIA Funds</b>	70,000.00	70,000.00
<b>Fundraising</b>	60,000		<b>Fundraising</b>	60,000		<b>Fundraising</b>	60,000		<b>Fundraising</b>	60,000	60,000
<b>Total Income</b>	<b>\$905,200.00</b>		<b>Total Income</b>	<b>\$905,200.00</b>		<b>Total Income</b>	<b>\$905,200.00</b>		<b>Total Income</b>	<b>\$844,400.00</b>	<b>\$981,200.00</b>
<b>Personnel 2% COLA</b>			<b>Personnel 2% COLA</b>								
<b>Guides</b>	249,001.86		<b>Guides</b>	249,001.86		<b>Guides @ district level</b>	275,463.00		<b>Guides @ district level</b>	275,463.00	275,463.00
<b>Employer Burden</b>	82,818.02		<b>Employer Burden</b>	82,818.02		<b>Employer Burden</b>	91,618.99		<b>Employer Burden</b>	91,618.99	91,618.99
<b>Assts + Specialist</b>	140,228.54		<b>Assts + Specialist</b>	140,228.54		<b>Assts + Specialist @ district level</b>	147,336.96		<b>Assts + Specialist @ district level</b>	147,336.96	147,336.96
<b>Employer Burden</b>	47,975.41		<b>Employer Burden</b>	47,975.41		<b>Employer Burden</b>	50,405.75		<b>Employer Burden</b>	50,405.75	50,405.75
<b>Admin/Office</b>	109,118.41		<b>Admin/Office</b>	109,118.41		<b>Admin/Office @ district level</b>	134,383.35		<b>FT Admin/Office + Ops Manager</b>	171,332.55	171,332.55
<b>Employer Burden</b>	36,042.61		<b>Employer Burden</b>	36,042.61		<b>Employer Burden</b>	44,695.91		<b>Employer Burden</b>	57,005.21	57,005.21
<b>Health Insurance FTE only</b>	92,104.92		<b>Health Insurance ALL</b>	123,981.24		<b>Health Insurance ALL</b>	123,981.24		<b>Health Insurance ALL</b>	131,950.32	131,950.32
<b>Subtotal</b>	<b>\$757,289.77</b>		<b>Subtotal</b>	<b>\$789,166.09</b>		<b>Subtotal</b>	<b>\$867,885.20</b>		<b>Subtotal</b>	<b>\$925,112.78</b>	<b>\$925,112.78</b>
<b>Other Expenses</b>			<b>Other Expenses</b>			<b>Other Expenses</b>			<b>Other Expenses</b>		
<b>Operations and Maintenance</b>	62000.00		<b>Operations and Maintenance</b>	62000.00		<b>Operations and Maintenance</b>	62000.00		<b>Operations and Maintenance</b>	62000.00	62000.00
<b>Supplies and Equipment</b>	15000.00		<b>Supplies and Equipment</b>	15000.00		<b>Supplies and Equipment</b>	15000.00		<b>Supplies and Equipment</b>	15000.00	15000.00
<b>Insurance, Liability, and Services</b>	22000.00		<b>Insurance, Liability, and Services</b>	22000.00		<b>Insurance, Liability, and Services</b>	22000.00		<b>Insurance, Liability, and Services</b>	22000.00	22000.00

<b>Subtotal</b>	<b>\$99,000.00</b>		<b>Subtotal</b>	<b>\$99,000.00</b>		<b>Subtotal</b>	<b>\$99,000.00</b>		<b>Subtotal</b>	<b>\$99,000.00</b>	<b>\$1,024,112.78</b>
<b>TOTAL EXP</b>	\$856,289.77		<b>TOTAL EXP</b>	\$888,166.09		<b>TOTAL EXP</b>	\$966,885.20		<b>TOTAL EXP</b>	\$1,024,112.78	\$1,949,225.56
<b>Revenue less Expenses</b>	<b>\$48,910.23</b>		<b>Revenue less Expenses</b>	<b>\$17,033.91</b>		<b>Revenue less Expenses</b>	<b>-\$61,685.20</b>		<b>Revenue less Expenses</b>	<b>-\$179,712.78</b>	<b>-\$42,912.78</b>