

**SUPPLEMENTAL MATERIALS
RECEIVED ON AUGUST 15, 2021**

**BYLAWS
OF
CAPITAL COLLEGE & CAREER ACADEMY
(A California Nonprofit Public Benefit Corporation)**

**ARTICLE I
NAME**

Section 1. NAME. The name of this Corporation is Capital College & Career Academy.

**ARTICLE II
PRINCIPAL OFFICE OF THE CORPORATION**

Section 1. PRINCIPAL OFFICE OF THE CORPORATION. The principal office for the transaction of the activities and affairs of the Corporation is 114 Santiago Avenue, Sacramento, State of California. The Board of Directors may change the location of the principal office. Any such change of location must be noted by the Secretary on these bylaws opposite this Section; alternatively, this Section may be amended to state the new location.

Section 2. OTHER OFFICES OF THE CORPORATION. The Board of Directors may at any time establish branch or subordinate offices at any place or places where the Corporation is qualified to conduct its activities.

**ARTICLE III
GENERAL AND SPECIFIC PURPOSES; LIMITATIONS**

Section 1. GENERAL AND SPECIFIC PURPOSES. The purpose of the Corporation is to manage, operate, guide, direct and promote the Capital College & Career Academy ("Charter School"), a California public charter school. Also in the context of these purposes, the Corporation shall not, except to an insubstantial degree, engage in any other activities or exercise of power that do not further the purposes of the Corporation.

The Corporation shall not carry on any other activities not permitted to be carried on by: (a) a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code; or (b) a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code. No substantial part of the activities of the Corporation shall consist of the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distributing of statements) any political campaign on behalf of or in opposition to any candidate for public office.

**ARTICLE IV
CONSTRUCTION AND DEFINITIONS**

Section 1. CONSTRUCTION AND DEFINITIONS. Unless the context

indicates otherwise, the general provisions, rules of construction, and definitions in the California Nonprofit Corporation Law shall govern the construction of these bylaws. Without limiting the generality of the preceding sentence, the masculine gender includes the feminine and neuter, the singular includes the plural, and the plural includes the singular, and the term “person” includes both a legal entity and a natural person.

ARTICLE V DEDICATION OF ASSETS

Section 1. **DEDICATION OF ASSETS.** The Corporation’s assets are irrevocably dedicated to public benefit purposes as set forth in the charter governing the charter schools operated as or by the Corporation. No part of the net earnings, properties, or assets of the Corporation, on dissolution or otherwise, shall inure to the benefit of any private person or individual, or to any director or officer of the Corporation. On liquidation or dissolution, all properties and assets remaining after payment, or provision for payment, of all debts and liabilities of the Corporation shall be distributed to a nonprofit fund, foundation, corporation or association which is organized and operated exclusively for educational, public or charitable purposes and which has established its tax exempt status under Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose.

ARTICLE VI CORPORATION WITHOUT MEMBERS

Section 1. **CORPORATION WITHOUT MEMBERS.** The Corporation shall have no voting members within the meaning of the Nonprofit Corporation Law.

ARTICLE VII BOARD OF DIRECTORS

Section 1. **GENERAL POWERS.** Subject to the provisions and limitations of the California Nonprofit Public Benefit Corporation Law and any other applicable laws, and subject to any limitations of the articles of incorporation or bylaws, the Corporation’s activities and affairs shall be managed, and all corporate powers shall be exercised by or under the direction of the Board of Directors (“Board”).

Section 2. **SPECIFIC POWERS.** Without prejudice to the general powers set forth in Section 1 of this article, but subject to the same limitations, the Board of Directors shall have the power to:

- a. Appoint and remove, at the pleasure of the Board of Directors, all corporate officers, agents, and employees; prescribe powers and duties for them as are consistent with the law, the articles of incorporation, and these bylaws; fix their compensation; and require from them security for faithful service.
- b. Change the principal office or the principal business office in California from one location to another; cause the Corporation to be qualified to conduct its activities in any other state, territory, dependency, or country; conduct its activities in or outside California.

- c. Borrow money and incur indebtedness on the Corporation's behalf and cause to be executed and delivered for the Corporation's purposes, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, and other evidences of debt and securities.
- d. Adopt and use a corporate seal.

Section 3. APPOINTED DIRECTORS AND TERMS. The number of directors shall be no less than five (5) and no more than fifteen (15), unless changed by amendments to these bylaws. All directors shall have full voting rights, including any representative appointed by the charter authorizer as consistent with Education Code Section 47604(b). If the charter authorizer designates a representative to serve on the Board of Directors, the Board of Directors may appoint an additional director to ensure an odd number of Board members. All directors, except for the representative designated by the charter authorizer, shall be appointed by the existing Board of Directors.

Except for the initial Board of Directors, each director shall hold office unless otherwise removed from office or by board action in accordance with these bylaws for two (2) year(s) and until a successor director has been designated and qualified. Terms for the initial Board of Directors shall be three (3) seats for a term of two (2) years and three (3) seats for a term of three (3) years. The initial Board of Directors shall be as follows:

<u>NAME</u>	<u>EXPIRATION OF TERM</u>
Jordan Blair	2022
Jerry Bell	2021
Timothy Blood	2022
Edith Espinoza	2021
Linda Farley	2021
James Moore	2022

Section 4. RESTRICTION ON INTERESTED PERSONS AS DIRECTORS. No persons serving on the Board of Directors may be interested persons. An interested person is (a) any person currently being compensated by the Corporation for services rendered to it within the previous 12 months, whether as a full-time or part-time employee, independent contractor, or otherwise, excluding any reasonable compensation paid to a director as director; and (b) any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, or father-in-law of such person. The Board may adopt other policies circumscribing potential conflicts of interest.

Section 5. DIRECTORS' TERMS. Each director shall hold office unless otherwise removed from office in accordance with these bylaws for two (2) years and until a successor director has been designated and qualified. No director may serve more than three (3) consecutive terms.

Section 6. NOMINATIONS BY COMMITTEE. The Chairman of the Board of Directors or, if none, the Executive Director will appoint a committee to designate qualified candidates for election to the Board of Directors at least thirty (30) days before the date of any

election of directors. The nominating committee shall make its report at least seven (7) days before the date of such designation or at such other time as the Board of Directors may set and the Secretary shall forward to each Board member, with the notice of meeting required by these bylaws, a list of all candidates nominated by committee.

Section 7. EVENTS CAUSING VACANCIES ON BOARD. A vacancy or vacancies on the Board of Directors shall occur in the event of (a) the death, resignation, or removal of any director; (b) the declaration by resolution of the Board of Directors of a vacancy in the office of a director who has been convicted of a felony, declared of unsound mind by a court order, or found by final order or judgment of any court to have breached a duty under California Nonprofit Public Benefit Corporation Law, Chapter 2, Article 3; or (c) the increase of the authorized number of directors.

Section 8. RESIGNATION OF DIRECTORS. Except as provided below, any director may resign by giving written notice to the Chairman of the Board, if any, or to the Executive Director, or the Secretary, or to the Board. The resignation shall be effective when the notice is given unless the notice specifies a later time for the resignation to become effective. If a director's resignation is effective at a later time, the Board of Directors may elect a successor to take office as of the date when the resignation becomes effective.

Section 9. DIRECTOR MAY NOT RESIGN IF NO DIRECTOR REMAINS. Except on notice to the California Attorney General, no director may resign if the Corporation would be left without a duly elected director or directors.

Section 10. REMOVAL OF DIRECTORS. Any director, except for the representative appointed by the charter authorizer, may be removed, with or without cause, by the vote of the majority of the members of the entire Board of Directors at a special meeting called for that purpose, or at a regular meeting, provided that notice of that meeting and such removal are given in compliance with the provisions of the Ralph M. Brown Act (Chapter 9 (commencing with Section 54950) of Division 2 of Title 5 of the Government Code) as said chapter may be modified by subsequent legislation ("Brown Act"). The representative designated by the charter authorizer may be removed without cause by the charter authorizer or with the written consent of the charter authorizer. Any vacancy caused by the removal of a director shall be filled as provided in Section 12.

Section 11. VACANCIES FILLED BY BOARD. Vacancies on the Board of Directors, except for the representative appointed by the charter authorizer, may be filled by approval of the Board of Directors or, if the number of directors then in office is less than a quorum, by (a) the affirmative vote of a majority of the directors then in office at a regular or special meeting of the Board, or (b) a sole remaining director. A vacancy in the seat of the representative of the charter authorizer shall be filled by the charter authorizer.

Section 12. NO VACANCY ON REDUCTION OF NUMBER OF DIRECTORS. Any reduction of the authorized number of directors shall not result in any directors being removed before his or her term of office expires.

Section 13. PLACE OF BOARD OF DIRECTORS MEETINGS. Meetings shall be held at the principal office of the Corporation unless the Board of Directors designates another location in accordance with these bylaws. The Board of Directors may also designate that a

meeting be held at any place within the granting agency's boundaries designated in the notice of the meeting. All meetings of the Board of Directors shall be called, held and conducted in accordance with the terms and provisions of the Brown Act.

Section 14. MEETINGS; ANNUAL MEETINGS. All meetings of the Board of Directors and its committees shall be called, noticed, and held in compliance with the provisions of the Brown Act. The Board of Directors shall meet annually for the purpose of organization, appointment of officers, and the transaction of such other business as may properly be brought before the meeting. This meeting shall be held at a time, date, and place as noticed by the Board of Directors in accordance with the Brown Act.

Section 15. REGULAR MEETINGS. Regular meetings of the Board of Directors, including annual meetings, shall be held at such times and places as may from time to time be fixed by the Board of Directors. At least 72 hours before a regular meeting, the Board of Directors, or its designee shall post an agenda containing a brief general description of each item of business to be transacted or discussed at the meeting.

Section 16. SPECIAL MEETINGS. Special meetings of the Board of Directors for any purpose may be called at any time by the Chairman of the Board of Directors, if there is such an officer, or a majority of the Board of Directors. If a Chairman of the Board has not been elected then the Executive Director is authorized to call a special meeting in place of the Chairman of the Board. The party calling a special meeting shall determine the place, date, and time thereof.

Section 17. NOTICE OF SPECIAL MEETINGS. In accordance with the Brown Act, special meetings of the Board of Directors may be held only after twenty-four (24) hours notice is given to the public through the posting of an agenda. Directors shall also receive at least twenty-four (24) hours notice of the special meeting, in the following manner:

- a. Any such notice shall be addressed or delivered to each director at the director's address as it is shown on the records of the Corporation, or as may have been given to the Corporation by the director for purposes of notice, or, if an address is not shown on the Corporation's records or is not readily ascertainable, at the place at which the meetings of the Board of Directors are regularly held.
- b. Notice by mail shall be deemed received at the time a properly addressed written notice is deposited in the United States mail, postage prepaid. Any other written notice shall be deemed received at the time it is personally delivered to the recipient or is delivered to a common carrier for transmission, or is actually transmitted by the person giving the notice by electronic means to the recipient. Oral notice shall be deemed received at the time it is communicated, in person or by telephone or wireless, to the recipient or to a person at the office of the recipient whom the person giving the notice has reason to believe will promptly communicate it to the receiver.

The notice of special meeting shall state the time of the meeting, the place, and the general nature of the business proposed to be transacted at the meeting. No business, other than the business the general nature of which was set forth in the notice of the meeting, may be transacted at a special meeting.

Section 18. QUORUM. A majority of the directors then in office shall constitute a quorum. All acts or decisions of the Board of Directors will be by majority vote of the directors

in attendance, based upon the presence of a quorum. Should there be less than a majority of the directors present at the inception of any meeting, the meeting shall be adjourned. Directors may not vote by proxy. The vote or abstention of each Board member present for each action taken shall be publicly reported.

Section 19. TELECONFERENCE MEETINGS. Members of the Board of Directors may participate in teleconference meetings so long as all of the following requirements in the Brown Act are complied with:

- a. At a minimum, a quorum of the members of the Board of Directors shall participate in the teleconference meeting from locations within the boundaries of the granting agency in which the Corporation operates;
- b. All votes taken during a teleconference meeting shall be by roll call;
- c. If the Board of Directors elects to use teleconferencing, it shall post agendas at all teleconference locations with each teleconference location being identified in the notice and agenda of the meeting;
- d. All locations where a member of the Board of Directors participates in a meeting via teleconference must be fully accessible to members of the public and shall be listed on the agenda;¹
- e. Members of the public must be able to hear what is said during the meeting and shall be provided with an opportunity to address the Board of Directors directly at each teleconference location; and
- f. Members of the public attending a meeting conducted via teleconference need not give their name when entering the conference call.²

Section 20. ADJOURNMENT. A majority of the directors present, whether or not a quorum is present, may adjourn any Board of Directors meeting to another time or place. Notice of such adjournment to another time or place shall be given, prior to the time scheduled for the continuation of the meeting, to the directors who were not present at the time of the adjournment, and to the public in the manner prescribed by the Brown Act.

Section 21. COMPENSATION AND REIMBURSEMENT. Directors may not receive compensation for their services as directors or officers, only such reimbursement of expenses as the Board of Directors may establish by resolution to be just and reasonable as to the Corporation at the time that the resolution is adopted.

Section 22. CREATION AND POWERS OF COMMITTEES. The Board, by resolution adopted by a majority of the directors then in office, may create one or more committees of the Board, each consisting of two or more directors and no one who is not a director, to serve at the pleasure of the Board. Appointments to committees of the Board of

¹ This means that members of the Board of Directors who choose to utilize their homes or offices as teleconference locations must open these locations to the public and accommodate any members of the public who wish to attend the meeting at that location.

² The Brown Act prohibits requiring members of the public to provide their names as a condition of attendance at the meeting.

Directors shall be by majority vote of the directors then in office. The Board of Directors may appoint one or more directors as alternate members of any such committee, who may replace any absent member at any meeting. Any such committee shall have all the authority of the Board, to the extent provided in the Board of Directors' resolution, except that no committee may:

- a. Take any final action on any matter that, under the California Nonprofit Public Benefit Corporation Law, also requires approval of the members or approval of a majority of all members;
- b. Fill vacancies on the Board of Directors or any committee of the Board;
- c. Fix compensation of the directors for serving on the Board of Directors or on any committee;
- d. Amend or repeal bylaws or adopt new bylaws;
- e. Amend or repeal any resolution of the Board of Directors that by its express terms is not so amendable or subject to repeal;
- f. Create any other committees of the Board of Directors or appoint the members of committees of the Board;
- g. Expend corporate funds to support a nominee for director if more people have been nominated for director than can be elected; or
- h. Approve any contract or transaction to which the Corporation is a party and in which one or more of its directors has a material financial interest.

The Board may also create one or more advisory committees composed of directors and non-directors. It is the intent of the Board to encourage the participation and involvement of faculty, staff, parents, students and administrators through attending and participating in open committee meetings. The Board may establish, by resolution adopted by a majority of the directors then in office, advisory committees to serve at the pleasure of the Board.

Section 23. MEETINGS AND ACTION OF COMMITTEES. Meetings and actions of committees of the Board of Directors shall be governed by, held, and taken under the provisions of these bylaws concerning meetings, other Board of Directors' actions, and the Brown Act, if applicable, except that the time for general meetings of such committees and the calling of special meetings of such committees may be set either by Board of Directors' resolution or, if none, by resolution of the committee. Minutes of each meeting shall be kept and shall be filed with the corporate records. The Board of Directors may adopt rules for the governance of any committee as long as the rules are consistent with these bylaws. If the Board of Directors has not adopted rules, the committee may do so.

Section 24. NON-LIABILITY OF DIRECTORS. No director shall be personally liable for the debts, liabilities, or other obligations of the Corporation.

Section 25. COMPLIANCE WITH LAWS GOVERNING STUDENT RECORDS. The Charter School and the Board of Directors shall comply with all applicable provisions of the

Family Education Rights Privacy Act (“FERPA”) as set forth in Title 20 of the United States Code Section 1232g and attendant regulations as they may be amended from time to time.

ARTICLE VIII **OFFICERS OF THE CORPORATION**

Section 1. **OFFICES HELD.** The officers of the Corporation shall be a Chairman, a Secretary, and a Treasurer. The Corporation, at the Board’s direction, may also have a Vice-Chair. The officers, in addition to the corporate duties set forth in this Article VIII, shall also have administrative duties as set forth in any applicable contract for employment or job specification.

Section 2. **DUPLICATION OF OFFICE HOLDERS.** Any number of offices may be held by the same person, except that neither the Secretary nor the Treasurer may serve concurrently as either the Executive Director or the Chairman of the Board.

Section 3. **RESIGNATION OF OFFICERS.** Any officer may resign at any time by giving written notice to the Board. The resignation shall take effect on the date the notice is received or at any later time specified in the notice. Unless otherwise specified in the notice, the resignation need not be accepted to be effective. Any resignation shall be without prejudice to any rights of the Corporation under any contract to which the officer is a party.

Section 4. **VACANCIES IN OFFICE.** A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed in these bylaws for normal appointment to that office, provided, however, that vacancies need not be filled on an annual basis.

Section 5. **CHAIRMAN OF THE BOARD.** The Chairman of the Board of Directors will preside at the Board of Directors’ meetings and shall exercise and perform such other powers and duties as the Board of Directors may assign from time to time. If a Chairman of the Board of Directors is elected, there may also be a Vice-Chairman of the Board of Directors. In the absence of the Chairman, the Vice-Chairman shall preside at Board of Directors meetings and shall exercise and perform such other powers and duties as the Board of Directors may assign from time to time.

Section 6. **SECRETARY.** The Secretary shall keep or cause to be kept, at the Corporation’s principal office or such other place as the Board of Directors may direct, a book of minutes of all meetings, proceedings, and actions of the Board and of committees of the Board. The minutes of meetings shall include the time and place that the meeting was held; whether the meeting was annual, regular, special, or emergency and, if special or emergency, how authorized; the notice given; the names of the directors present at Board of Directors and committee meetings; and the vote or abstention of each Board member present for each action taken.

The Secretary shall keep or cause to be kept, at the principal California office, a copy of the articles of incorporation and bylaws, as amended to date.

The Secretary shall give, or cause to be given, notice of all meetings of the Board and of committees of the Board of Directors that these bylaws require to be given. The Secretary shall keep the corporate seal, if any, in safe custody and shall have such other powers and

perform such other duties as the Board of Directors or the bylaws may require.

Section 7. **TREASURER.** The Treasurer shall oversee all matters related to the school's finances, property, and budget. The Treasurer shall have a strong working relationship with the school's Executive Director and or back-office provider. He or she also oversees the school's leadership in the areas of money management and compliance.

Section 8. **EXECUTIVE DIRECTOR.** The Executive Director shall be the general manager of the Corporation and shall supervise, direct, and control the Corporation's activities, affairs, and officers as fully described in any applicable employment contract, agreement, or job specification. The Executive Director shall have such other powers and duties as the Board of Directors or the bylaws may require. If there is no Chairman of the Board, the Executive Director shall also preside at the Board of Directors' meetings.

Section 9. **ELECTION OF OFFICERS.** The officers of the Corporation shall be chosen annually by the Board of Directors and shall serve at the pleasure of the Board, subject to the rights of any officer under any employment contract.

Section 10. **REMOVAL OF OFFICERS.** Without prejudice to the rights of any officer under an employment contract, the Board of Directors may remove any officer with or without cause.

ARTICLE IX **CONTRACTS WITH DIRECTORS**

Section 1. **CONTRACTS WITH DIRECTORS.** The Corporation shall not enter into a contract or transaction in which a director directly or indirectly has a material financial interest (nor shall the Corporation enter into any contract or transaction with any other corporation, firm, association, or other entity in which one or more of the Corporation's directors are directors and have a material financial interest).

ARTICLE X **CONTRACTS WITH NON-DIRECTOR DESIGNATED EMPLOYEES**

Section 1. **CONTRACTS WITH NON-DIRECTOR DESIGNATED EMPLOYEES.** The Corporation shall not enter into a contract or transaction in which a non-director designated employee (e.g., officers and other key decision-making employees) directly or indirectly has a material financial interest unless all of the requirements in the Corporation's Conflict of Interest Code have been fulfilled.

ARTICLE XI **LOANS TO DIRECTORS AND OFFICERS**

Section 1. **LOANS TO DIRECTORS AND OFFICERS.** The Corporation shall not lend any money or property to or guarantee the obligation of any director or officer without the approval of the California Attorney General; provided, however, that the Corporation may advance money to a director or officer of the Corporation for expenses reasonably anticipated to be incurred in the performance of his or her duties if that director or officer would be entitled to

reimbursement for such expenses of the Corporation.

ARTICLE XII INDEMNIFICATION

Section 1. **INDEMNIFICATION.** To the fullest extent permitted by law, the Corporation shall indemnify its directors, officers, employees, and other persons described in Corporations Code Section 5238(a), including persons formerly occupying any such positions, against all expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred by them in connection with any “proceeding,” as that term is used in that section, and including an action by or in the right of the Corporation by reason of the fact that the person is or was a person described in that section. “Expenses,” as used in this bylaw, shall have the same meaning as in that section of the Corporations Code.

On written request to the Board of Directors by any person seeking indemnification under Corporations Code Section 5238 (b) or Section 5238 (c) the Board of Directors shall promptly decide under Corporations Code Section 5238 (e) whether the applicable standard of conduct set forth in Corporations Code Section 5238 (b) or Section 5238 (c) has been met and, if so, the Board of Directors shall authorize indemnification.

ARTICLE XIII INSURANCE

Section 1. **INSURANCE.** The Corporation shall have the right to purchase and maintain insurance to the full extent permitted by law on behalf of its directors, officers, employees, and other agents, to cover any liability asserted against or incurred by any director, officer, employee, or agent in such capacity or arising from the director’s, officer’s, employee’s, or agent’s status as such.

ARTICLE XIV MAINTENANCE OF CORPORATE RECORDS

Section 1. **MAINTENANCE OF CORPORATE RECORDS.** The Corporation shall keep:

- a. Adequate and correct books and records of account;
- b. Written minutes of the proceedings of the Board and committees of the Board; and
- c. Such reports and records as required by law.

ARTICLE XV INSPECTION RIGHTS

Section 1. **DIRECTORS’ RIGHT TO INSPECT.** Every director shall have the right at any reasonable time to inspect the Corporation’s books, records, documents of every kind, physical properties, and the records of each subsidiary, as permitted by California and federal law. This right to inspect may be circumscribed in instances where the right to inspect conflicts with California or federal law (e.g., restrictions on the release of educational records

under FERPA) pertaining to access to books, records, and documents. The inspection may be made in person or by the director's agent or attorney. The right of inspection includes the right to copy and make extracts of documents as permitted by California and federal law.

Section 2. ACCOUNTING RECORDS AND MINUTES. On written demand on the Corporation, any director may inspect, copy, and make extracts of the accounting books and records and the minutes of the proceedings of the Board of Directors and committees of the Board of Directors at any reasonable time for a purpose reasonably related to the director's interest as a director. Any such inspection and copying may be made in person or by the director's agent or attorney. This right of inspection extends to the records of any subsidiary of the Corporation.

Section 3. MAINTENANCE AND INSPECTION OF ARTICLES AND BYLAWS. The Corporation shall keep at its principal California office the original or a copy of the articles of incorporation and bylaws, as amended to the current date, which shall be open to inspection by the directors at all reasonable times during office hours.

ARTICLE XVI REQUIRED REPORTS

Section 1. ANNUAL REPORTS. The Board of Directors shall cause an annual report to be sent to itself (the members of the Board of Directors) within 120 days after the end of the Corporation's fiscal year. That report shall contain the following information, in appropriate detail:

- a. The assets and liabilities, including the trust funds, or the Corporation as of the end of the fiscal year;
- b. The principal changes in assets and liabilities, including trust funds;
- c. The Corporation's revenue or receipts, both unrestricted and restricted to particular purposes;
- d. The Corporation's expenses or disbursement for both general and restricted purposes;
- e. Any information required under these bylaws; and
- f. An independent accountant's report or, if none, the certificate of an authorized officer of the Corporation that such statements were prepared without audit from the Corporation's books and records.

Section 2. ANNUAL STATEMENT OF CERTAIN TRANSACTIONS AND INDEMNIFICATIONS. As part of the annual report to all directors, or as a separate document if no annual report is issued, the Corporation shall, within 120 days after the end of the Corporation's fiscal year, annually prepare and mail or deliver to each director and furnish to each director a statement of any transaction or indemnification of the following kind:

- (a) Any transaction (i) in which the Corporation, or its parent or subsidiary, was a

party, (ii) in which an “interested person” had a direct or indirect material financial interest, and (iii) which involved more than \$50,000 or was one of several transactions with the same interested person involving, in the aggregate, more than \$50,000. For this purpose, an “interested person” is either:

(1) Any director or officer of the Corporation, its parent, or subsidiary (but mere common directorship shall not be considered such an interest); or

(2) Any holder of more than 10 percent of the voting power of the Corporation, its parent, or its subsidiary. The statement shall include a brief description of the transaction, the names of interested persons involved, their relationship to the Corporation, the nature of their interest, provided that if the transaction was with a partnership in which the interested person is a partner, only the interest of the partnership need be stated.

(b) The amount and circumstances of any indemnifications aggregating more than \$10,000 paid during the fiscal year to any director or officer of the Corporation pursuant to Article XII of these Bylaws.

ARTICLE XVII BYLAW AMENDMENTS

Section 1. BYLAW AMENDMENTS. The Board of Directors may adopt, amend or repeal any of these bylaws by a majority vote of the directors present at a meeting duly held at which a quorum is present, except that no amendment shall change any provisions of any charter governing any charter school operated as or by the Corporation or make any provisions of these bylaws inconsistent with such charter, the Corporation’s articles of incorporation, or any laws.

ARTICLE XVIII FISCAL YEAR

Section 1. FISCAL YEAR OF THE CORPORATION. The fiscal year of the Corporation shall begin on July 1st and end on June 30th of each year.

CERTIFICATE OF SECRETARY

I certify that I am the duly elected and acting Secretary of Capital College & Career Academy, a California nonprofit public benefit corporation; that these bylaws, consisting of 13 pages, are the bylaws of the Corporation as adopted by the Board of Directors on July 8, 2019; and amended and approved on August 2, 2021 at 6:00 p.m. in Sacramento, California.



Jacobe Caditz, Secretary

Curriculum Vitae – Benjamin Fell

Contact Information

3000 State University Drive
California State University, Sacramento
530-574-1345 (cell)
fellb@csus.edu

Education

PhD	Civil and Environmental Engineering	University of California, Davis
MS	Civil and Environmental Engineering	Stanford University
BS	Civil Engineering	Rensselaer Polytechnic Institute (summa cum laude)

Professional Experiences and Responsibilities **California State University, Sacramento (CSUS)**

Interim Director of College-to-Learner, Academic Programs, 2021 – present

College of Continuing Education (CCE)

Leading delivery of current portfolio of degrees, certificates, credentials, workshops, youth programs, and contract education; Managing 15 full-time and 1 part-time (hourly intermittent) staff in Academic Programs within the College of Continuing Education; Initiating and leading staff promotions and hiring; Restructuring efforts for organizational effectiveness; Ensuring high quality and inclusive program development and delivery across multiple disciplines; Rebranding or repositioning of existing programs; Leading feasibility studies and market analysis; Working with advisory groups from a variety of industry sectors; Ensuring self-support budget adherence for programmatic offerings totaling \$9.6M in projected revenue for 2021-22

Department Chair of Civil Engineering, 2015 – 2021

College of Engineering and Computer Science (ECS)

Managed 18 full-time and 30 part-time faculty and staff in a department with 900 undergraduate and 100 graduate students, an enrollment that accounted for approximately 25% of the College of Engineering; Increased national ranking among non-PhD granting civil engineering programs (#11); Increased Fundamental of Engineering (FE) pass rates by 20%; Developed curriculum and departmental governance policies; Restructured undergraduate advising structure to improve student success; Served on the Dean's administrative council; Collaboratively set departmental budget priorities; Led strategic planning for the college and department; Fundraising activities via private donors and annual department fundraising events; Scheduled and managed courses and class enrollments; Led first year and transfer orientation; Established and grew department endowment funds; Effectuated significant curriculum development; Managed faculty recruitment and hiring; Developed and disseminated public and media relations; Strengthened industry relations through two advisory boards.

Assistant Director of Sustainable Technology Outdoor Research Center (STORC), 2019 – 2021

Assigned by the Dean to expand a multidisciplinary research center at Sacramento State housed within the College of Engineering; Organized and directed campus facility planning groups; Directed outside consultant on physical infrastructure design; Fundraising efforts; Initiated strategic plan of research center.

Faculty Advisor, Sacramento Area Science Project, 2017 – 2021

Served as the faculty advisor for a \$1.3 million center focusing on professional development opportunities for Sacramento area science teachers; Strategic planning and budget management in collaboration with center's staff director; Principal Investigator (PI) on annual grant from the California Science Project; Co-PI on \$2.0 million NSF Grant *Sacramento Math and Science Teacher Leaders (SacMAST-L)*, Lead engineering faculty on \$2.04 million California Department of Education grant *Integrating Science and Engineering Education (iSEE)*

Professor, Department of Civil Engineering, 2018 – 2021

Associate Professor, Department of Civil Engineering, 2013 – 2018

Assistant Professor, Department of Civil Engineering, 2008 – 2013

Curriculum Vitae – Benjamin Fell

Major Accomplishments

Strategic, Financial, Student Enrollment, and Physical Planning and Improvement

- Leading integration of Inside Track into undergraduate and graduate programs for inquiry management (CCE);
- Expanding off-campus lease space for Paramedic and EMT programs (CCE);
- Leading budget projection process for Academic Programs and self-support adherence for \$8-9M in program revenues (CCE);
- Led the development of the College of Engineering 2015 strategic plan vision, mission and values statements as Chair of the College’s Academic Council (ECS);
- Established civil engineering departmental policies in collaboration with faculty to promote collegiality, fairness and transparency (ECS);
- Developed and executed \$1.65 million annual civil engineering department budget (ECS);
- Managed undergraduate student enrollment – increase of 26% from fall 2014 to fall 2019 (ECS);
- Developed strategies to reduce “bottleneck” courses and promote student success – BS degrees awarded increased from 93 graduates in 2014-15, to 134 in 2018-19 (ECS);
- Quadrupled the 4-year graduation rate of undergraduate civil engineering students – from 3.6% for spring 2016 graduates to 16.0% in spring 2018 (ECS);
- Completed *CSU Certificate Program in Student Success Analytics* in spring 2020 (ECS);
- Managed multiple lab renovation projects – financial planning and collaboratively engaging campus project managers, technical support staff, outside equipment vendors, and faculty (ECS);
- Led the development of a concrete durability and multidisciplinary sustainability lab (STORC)

Community and Industry Engagement

- Strengthened engagement with Sacramento-area industry through two industry advisory boards by developing strategic goals for each board (ECS);
- American Society of Civil Engineers Sacramento Section Board member, 2015-2019 (ECS);
- Manage development and publication of tri-annual department newsletter “CE Connection” (ECS);
- Initiated service-based learning into senior project class, working with local Loaves & Fishes (ECS);
- Conducted *Writing Partners* in freshman seminar class – a pen pal writing program between university and K-6 students at local Title I schools (ECS);

Faculty Recruitment, Staff Hiring and Administrative Search Committees

- Three approved staff recruitments for a total of seven positions, two hires and five in progress (CCE);
- Increased full-time faculty composition in the department by 43% (5 new hires) (ECS);
- Increased diversity of faculty with strategic recruitment efforts (ECS);
- Established faculty and staff professional development policies in civil engineering (ECS);
- Completely revised the civil engineering hiring, tenure and promotion policy to establish consistent and transparent expectations, approved unanimously by faculty (ECS);
- Established a new staff position and implemented office workflow processes and procedures (ECS);
- Served on two Provost Search Committees and one Engineering Associate Dean Search Committee.

Curriculum Development and Accreditation

- Launched program for K12 teachers to add supplemental authorization in computer science (CCE);
- Finalized a 6-year ABET accreditation in civil engineering in 2016 (ECS);
- Appointed to ASCE Committee on Accreditation Operations – assigns and evaluates ABET reviewers, and develops training materials, processes and guidelines (ECS);
- Implemented significant curriculum changes to upper-division course offerings in civil engineering – introduced additional technical elective, established a one-year senior project experience, and added a prerequisite course in environmental engineering principles (ECS);
- Reorganized GE requirements for engineering majors to follow CSU Executive Order (ECS);

Curriculum Vitae – Benjamin Fell

Fund Raising from Private Sources and Corporations

[Total funds raised for CSUS Department of Civil Engineering, ECS, 2015-2020, \$1.6M]

2020	Received \$40,000 annual (recurring) gift for environmental engineering; Raised \$38,000 through annual fundraising program.
2019	Secured a \$1.0M estate gift for environmental engineering, and a \$40,000 annual (recurring) gift until estate gift initiates; Received \$50,000 gift from Odin Construction for STORC research lab; Worked with faculty to secure a \$25,000 gift from APWA Sacramento Section for STORC lab; Raised \$62,000 through annual fundraising program and individual donations.
2018	Raised \$43,500 through annual fundraising program and individual donations.
2017	Secured a \$200,000 gift from Clark Pacific for concrete lab; secured a \$20,000 gift from Wood Rodgers for water resources engineering lab; Worked with faculty to secure a \$21,500 gift from APWA Sacramento Section for environmental engineering lab; Raised \$29,250 through annual fundraising program and individual donations.
2016	Secured a \$25,000 gift from Magnus Pacific for geotechnical engineering lab, with \$25,000 matching from College of Engineering; Raised \$31,250 through annual fundraising program and individual donations.
2015	Raised \$31,500 through annual fundraising program and individual donations.

Grant Awards

[Total grants received, 2009-2020, ECS \$6.58M]

2020	\$30,000 , California Science Project Site Allocation Grant to Sacramento Science Project as PI
2019	\$30,000 , California Science Project Site Allocation Grant to Sacramento Science Project as PI
2018	\$30,000 , California Science Project Site Allocation Grant to Sacramento Science Project as PI
2017	\$6,800 , Industry Grant from <i>Polargy</i> , “Static Testing of Hybrid Ceiling Grid Frame” as PI
2016	\$30,000 , California Science Project Site Allocation Grant to Sacramento Science Project as PI
2016	\$2.04M , Elk Grove Unified School District/California Department of Education, “Integrating Science and Engineering Education (iSEE)” as lead engineering faculty
2014	\$2.0M , NSF, “Sacramento Math and Science Teacher Leaders (SacMAST-L)” as Co-PI
	\$9,050 , Industry Grant from <i>BarrelSafe</i> , “Seismic Testing of Innovative Wine-barrel Rack System” as PI
2012	\$3,000 campus mini-grant, University Enterprises, Inc., to supplement student support on 2011 NSF award
	\$1,000 campus mini-grant, University Enterprises, Inc., to supplement equipment support on 2011 NSF award
2011	\$1.2M , NSF, Project NEESR-CR, “Development and simulation of seismically isolated unibody residential buildings for enhanced life-cycle performance” with Stanford University as Co-PI; amount to CSUS \$139,052
2009	\$1.2M , NSF, Project NEESR-CR, “Collapse simulation of multi-story buildings through hybrid testing” (Senior Personnel) with Stanford University as Co-PI; amount to CSUS \$100,014
	\$2,450 Young researcher travel grant, NSF, to attend NEESWood shake-table test in Japan

University Service and Engagement in Faculty Governance

- Antiracist Curriculum, Pedagogy, and Assessment Action Planning Group (2020-21) – Support faculty and departments in building antiracism curriculum and anti-bias pedagogy
- Faculty Senate Executive Committee (2014-16) – Established priorities and agendas for faculty senate consideration; collaborated with senate/faculty leaders, provost and vice-provost, for senate action.
- University Curriculum Policies Committee, Chair (2014-16), member (2011-16) – Oversaw three subcommittees, including the curriculum subcommittee responsible for reviewing and approving all course or program changes in the university; wrote and revised university curriculum policies by consulting with faculty and the Dean of Undergraduate Studies.
- College of Engineering & Computer Science Academic Council, Chair (2012-15), vice chair (2011-12), member (2011-15) – Reviewed course and program change proposals; engaged the Council in faculty governance projects in the college to re-establish shared governance in curricular and strategic planning;

Curriculum Vitae – Benjamin Fell

encouraged faculty discourse and engagement in strategic planning and shared governance; organized and led meetings for course and program curricular review; led effort to re-write and uniformly adopt a Student Evaluation of Teaching (SET) form by all departments in the college; led effort to pass strategic plan vision, mission and values; developed draft proposal to re-write college constitution.

- Academic Affairs Budget Advisory Committee (2012-15) – Worked collaboratively with other committee members to recommend budget structure and priorities to Academic Affairs
- Faculty Senator (2008-13) – attended Senate meetings, debated and voted on numerous campus policies and resolutions.
- Civil engineering Retention, Tenure and Promotion (RTP) committee (2014 – current)
- American Society of Civil Engineers (ASCE) student chapter advisor (2008-14)
- Structural Engineers Assoc. of Central CA (SEAOC) student chapter advisor (2008-17)
- Tau Beta Pi engineering honor society advisor (2009 – current)

Leadership and Service to the Engineering Profession and Community

- Member of Department Heads Coordinating Council (DHCC), ASCE (2016-present) – Encourage and improve communications on educational matters among all civil engineering departments, the profession, and ASCE; plan and organize annual department heads meeting, including leading sessions and open discussions.
- DHCC liaison and member of Committee on Accreditation Operations, ASCE (2018-present) – Organize, evaluate and establish best practices for program evaluators (PEV) assigned to ABET reviews of civil and environmental engineering programs
- Board member (secretary), ASCE Sacramento Section (2015-2019) – Participate in financial decisions and allocation of section budget; plan two awards banquets per year; oversee Golze student scholarship
- Associate Member, American Society of Civil Engineers (ASCE)
- Member, American Institute of Steel Construction (AISC)
- Licensed Professional Engineer, California (no. 73522)
- Peer reviewer for the Journal of Structural Engineering, ASCE publishing
- Peer reviewer for the Journal of Bridge Engineering, ASCE publishing
- Peer reviewer for Materials Transactions A, Elsevier publishing
- Peer reviewer for Engineering Structures, Elsevier publishing
- Peer reviewer for Arabian Journal for Science and Engineering, Springer publishing
- Peer reviewer for Mechanics Research Communications, Elsevier publishing

Honors and Awards

Outstanding University Service Award, College of ECS, Sacramento State, 2016

President's Award for Research and Creative Activity, Sacramento State, 2013

Outstanding Scholarly & Creativity Award, College of ECS, Sacramento State, 2012

Outstanding Teaching Award, College of ECS, Sacramento State, 2011

Jonathan Burdette Brown Education Award, ASCE, 2011

Pedagogy Enhancement Award, Sacramento State, 2010

Excellence in Civil Engineering Education (ExCEEd) Fellowship, ASCE, 2010

STEM Fellow, Sacramento State, 2009

Outstanding Graduate Student Teaching Award, UC Davis, 2008

AISC/Structural Steel Educational Council Fellowship, UC Davis, 2005

Graduate Fellowship, Stanford University, 2003

Rhodes Scholarship Nominee, Rensselaer Polytechnic Institute, 2003

Peer-Reviewed Publications

Curriculum Vitae – Benjamin Fell

Journal and Professional Publications

- Yazhi, Z., **Fell, B.V.** and Kanvinde, A.M. (2021). “Continuum damage mechanics based ductile fatigue-fracture prediction in buckling steel braces.” *Journal of Constructional Steel Research, Elsevier*, 184.
- Jampole, E.A., Deierlein, G.G., Miranda, E.M. **Fell, B.V.** Swensen, S.D., Acevedo, C. (2016). “Full-Scale Dynamic Testing of a Sliding Seismically Isolated Unibody House.” *Earthquake Spectra*, 32 (4), 2245-2270.
- Fell, B.V.** and O’Rourke, M.J. (2014). “Loss of the pressure boundary through buckling induced fracture in the Ciudad Nezahualcoyot pipeline.” *Journal of Pipeline Systems Engineering and Practice, ASCE*.
- Shaw, S.M., Kanvinde, A.M. and **Fell, B.V.** (2010). “Earthquake-induced net section fracture in brace connections - experiments and simulations.” *Journal of Constructional Steel Research, Elsevier*, 66(12), 1492-1501.
- Fell, B.V.** and Kanvinde, A.M. (2010). “Tensile forces for seismic design of braced frame connections - experimental results.” *Journal of Constructional Steel Research, Elsevier*, 66(4), 496-503.
- Fell, B.V.** and Kanvinde, A.M. (2009). “Steel braced frames: Enhancing seismic response.” *The Structural Engineer, Institution of Structural Engineers*, 87(21), 22-26.
- Myers, A.T., Kanvinde, A.M., Deierlein, G.G. and **Fell, B.V.** (2009). “Effect of weld details on the ductility of steel column baseplate connections.” *Journal of Constructional Steel Research, Elsevier*, 65(6), 1366-1373.
- Fell, B.V.** and Kanvinde, A.M. (2009). “Recent fracture and fatigue research in steel structures.” *Structure Magazine*, February 2009, 14-17.
- Kanvinde, A.M., Gomez, I.R., Roberts, M., **Fell, B.V.** and Grondin, G.Y. (2009). “Strength and ductility of fillet welds with transverse root notch.” *Journal of Constructional Steel Research, Elsevier*, 65(4), 948-958.
- Fell, B.V.**, Kanvinde, A.M., Deierlein, G.G. and Myers, A.T. (2009). “Experimental investigation of inelastic cyclic buckling and fracture of steel braces.” *Journal of Structural Engineering, ASCE*, 135(1), 19-32.
- Kanvinde, A.M., **Fell, B.V.**, Gomez, I.R. and Roberts, M. (2008). “Predicting fracture in structural fillet welds using traditional and micromechanics-based models.” *Engineering Structures, Elsevier*, 30(11), 3325-3335.

Conference Publications

- Canney, N.E., Fogarty, J.E., and **Fell, B.V.** (2020). “Effect of Letter Exchange Program on Student Development, Persistence and Interest in Civil Engineering,” ASEE Annual Conference & Exposition, 2020, Montreal, Canada, June 2020.
- Miranda, E.M., Medina, R., Mosqueda, G., Lignos, D., **Fell, B.V.**, Eads, L., Hashemi, J., Zargar, S., Negrete, M. (2014). “Collapse assessment of multi-story buildings through hybrid testing,” 10th National Conference in Earthquake Engineering, 2014, Anchorage, Alaska, July 2014.
- Swensen, S.D., Acevedo, C., Jampole, E.A., Hopkins, A., **Fell, B.V.**, Miranda, E.M., Deierlein, G.G. (2014). “Toward Damage Free Residential Houses Through UniBody Light-Frame Construction with Seismic Isolation,” SEAOC Convention 2014, Indian Wells, CA, September 2014.
- Swensen, S.D., Deierlein, G.G., Miranda, E.M., **Fell, B.V.**, Acevedo, C., Jampole, E.A. (2014). “Finite element analysis of light-frame unibody residential structures,” Proceedings of the 10th National Conference in Earthquake Engineering, Earthquake Engineering Research Institute, Anchorage, AK, 2014.
- Jampole, E.A., Swensen, S.D., **Fell, B.V.**, Miranda, E.M., Deierlein, G.G. (2014). “Dynamic testing of a low-cost sliding isolation system for light-frame residential structures,” Proceedings of the 10th National Conference in Earthquake Engineering, Earthquake Engineering Research Institute, Anchorage, AK, 2014.
- Deierlein G., Kanvinde, A.M., Myers, A.T., and **Fell, B.V.** (2011). “Local cyclic void growth criteria for ductile fracture initiation in steel structures with significant yielding,” Proceedings, Eurosteel 2011, Budapest, Hungary, August-September 2011.
- Fell, B.V.** (2011). “Exchange – Multi-day earthquake engineering workshop for middle school students,” 2011 Annual Conference and Exposition, ASEE, Vancouver, BC, Canada, June 2011.
- Salveson, M.W. and **Fell, B.V.** (2011). “Effect of abutment shear keys on the seismic response of bridges,” 2011 ASCE Structures Congress, Las Vegas, NV, April 2011.

Curriculum Vitae – Benjamin Fell

- Fell, B.V.**, Kanvinde, A.M., and Deierlein, G.G. (2009). “Micromechanics-based parametric simulation of earthquake-induced fracture of steel pipe bracing components,” *NSF-CMMI Grantees Meeting 2009 (NEES 7th Annual Meeting)*, Honolulu, HI, June 2009.
- Kanvinde, A.M., **Fell, B.V.**, and Deierlein, G.G. (2008). “An examination of the fracture susceptibility of square HSS braces under seismic actions - experiments, simulations and data synthesis,” *SEAOC Convention 2008*, Big Island, HI, September 2008.
- Fell, B.V.**, Kanvinde, A.M., and Deierlein, G.G. (2008). “Parametric simulation of the fracture performance of inelastic buckling steel braces using micromechanics- based models,” *NEES 6th Annual Meeting, Portland, OR*, June 2008.
- Myers, A.T., Kanvinde, A.M., Deierlein, G.G., **Fell, B.V.**, and Fu., X (2007). “Large scale tests and micromechanics-based models to characterize ultra low cycle fatigue in welded structural details,” *ASCE Structures Congress 2007*, Long Beach, CA, May 2007.
- Fu., X., **Fell, B.V.**, Kanvinde, A.M., Myers, A.T., (2007). “Experimental and analytical investigations of net-section fracture in brace-gusset plate connections,” *ASCE Structures Congress 2007*, Long Beach, CA, May 2007.
- Fell, B.V.**, Myers A.T., Deierlein, G.G., and Kanvinde A.M. (2006). “Testing and simulation of ultra low cycle fracture and fatigue in steel braces,” *8th National Conference on Earthquake Engineering*, San Francisco, April 2006.

Technical Reports

- Hopkins, A., **Fell, B. V.**, Deierlein, G.G. and Miranda, E.M. (2014). “Large-scale tests of seismically enhanced planar walls for residential construction.” Blume Earthquake Engineering Center Technical Report #186, Stanford University, Stanford, CA.
- Fell, B.V.**, Kanvinde, A.M. and Deierlein, G.G. (2010). “Large-scale testing and simulation of earthquake induced ultra low cycle fatigue in bracing members subjected to cyclic inelastic buckling.” *Blume Earthquake Engineering Center Technical Report #172*, Stanford University, Stanford, CA.
- Fell, B.V.**, Kanvinde, A.M., Deierlein, G.G., Myers, A.T. and Fu, X. (2006). “Buckling and fracture of concentric braces under inelastic cyclic loading.” *SteelTIPS, Technical Information and Product Service, Structural Steel Educational Council*.

Talks and Presentations

- “Construction Methods to Increase Lateral Stiffness and Strength in Light-Framed Residential Buildings”, University of California, Davis, March 2018 and February 2019.
- “Micromechanics-Based Simulation of Ultra-Low Cycle Fatigue (ULCF) and Fracture in Steel Structures”, University of California, Berkeley, May 2014.
- “Construction Methods to Increase Lateral Stiffness and Strength in Light-Framed Shear Wall Construction”, SEAOC Structural and Cold Formed Steel Seminar, Sacramento, CA, November 2015.
- “Recent developments and applications of ductile fatigue and fracture models for earthquake loading conditions”, Rensselaer Polytechnic Institute Invited Lecture, Troy, NY, November 2014.
- “Earthquake resilient housing: light-frame ‘uni-body’ construction and low-cost seismic isolation”, SEAOC Seismology Committee Meeting, Sacramento, CA, October 2014.
- “The Earthquake-Proof Home: Is it in Our Future?”, STEM Fall Lecture Series, Sacramento, September 2013.
- “Design Implications from Recent Fracture and Fatigue Research on Steel Braced Frames”, Buehler and Buehler Structural Engineers, Sacramento, August 2011.
- “Exchange – Multi-day earthquake engineering workshop for middle school students”, ASEE Conference, Vancouver, June 2011.
- “Effect of abutment shear keys on the seismic response of bridges”, ASCE-SEI Conference, Las Vegas, April 2011.
- “Design Implications from Recent Fracture and Fatigue Research on Steel Braced Frames”, SEAONC Seminar, San Francisco, CA, December 2009.
- “Earthquakes in California - Are we ready for the big one?” Invited guest lecture in undergraduate seminar class, University of California, Davis, November 2009.

Curriculum Vitae – Benjamin Fell

“Design implications from recent fracture and fatigue research on steel structures”, Seminar presented at Rutherford and Chekene Structural Engineers, San Francisco, CA, July 2009.

“Micromechanics-based parametric simulation of earthquake-induced fracture of steel pipe bracing components” at the 7th Annual Network for Earthquake Engineering Simulation (NEES) Meeting, Honolulu, HI, June 2009.

“Ductility of SCBF bracing components”, Invited guest lecture in graduate steel design class, University of California, Davis, June 2009.

“Parametric Simulation of the Fracture Performance of Inelastic Buckling Steel Braces Using Micromechanics-Based Models” at the 6th Annual Network for Earthquake Engineering Simulation (NEES) Meeting, Portland, OR, June 2008.

“Fracture in Inelastic Buckling Braces – Experiments, Modeling and Design Implications”, International Workshop on the Inelastic Seismic Response of Steel Bracing Members, Montreal, Canada, November 2007.

“Abnormal Grain Growth by Dynamic Recrystallization”, Seminar presented at the University of California, Davis, to Los Alamos National Lab Researchers, October 2007.

“Experiments and Simulation of Ultra-Low Cycle Fatigue and Fracture in Steel Bracing Members and Connections” at the 8th National Conference on Earthquake Engineering, San Francisco, CA, 2006.

“Performance Observations from an Experimental Study on Steel Braces”, Seminar presented at Rutherford and Chekene Structural Engineers, San Francisco, CA, April 2006.

Teaching Experience and Interests

California State University, Sacramento

Mechanics of Materials

Introduction to Structural Analysis

Structural Design in Steel I

Seismic Behavior of Structures

Computer Methods of Structural Analysis I (graduate)

Dynamics and Earthquake Response of Structures (graduate)

Advanced Steel Design (graduate)

Nonlinear Structural Analysis (graduate)

University of California, Davis

Probabilistic Systems Analysis for Civil Engineers (Summer 2008)

Mechanics of Materials (Spring 2007)

Michel Jair Kiwan Gómez
4120 Douglas Blvd. 30650., Granite Bay, Ca 95746
mikiz4@me.com
916.735.2763

Professional Educational Experience

Adjunct Professor, William Jessup University	Rocklin	2021-Present
Cohort Team Leader, Spanish Bilingual Teacher TwinRivers Chair, Instructional Leadership Team	Sacramento	2015 - Present
Principal Designee, to assist School Administrators as needed		
Teacher Induction Mentor, Sacramento County Office of Education		
EdTech Leadership, Lego Robotics Coach		
Peer Coach and Pilot Teacher for new curriculum adoption for ELA, Swun Math, Next Generation Science, and History/Social Science.		
Bilingual Teacher, Team Leader 3rd-8th Grade	Tulare	2013 - 2015
Differentiated education for all learners by using a Competency Based approach		
Developed a curriculum for economics through game based learning		
Massachusetts Institute of Technology, Radix Endeavor Game Biology Pilot teacher.		
Founded Lindsay Unified Chess Club, Central Valley Champions 2015		
Bilingual Teacher San Diego City Schools	San Diego	1996 - 2004
GATE Teacher DePortola Middle School Honors 6/7/8th Gr.		
Coach Junior Model United Nations		
Governance Team Chair, Teacher of the Year		
2nd/3rd/4th Grade Spanish Bilingual Teacher		

Professional Business Management Experience

Licensed Fencing D-4 Contractor, President NorCal Safety Inc	Sacramento	2013 - 2021
Furnished and installed safety nets for residential pools.		
Award-Winning Sales Manager at Home Depot/USRemodelers	Sacramento	2010 - 2013
Recruited, trained representatives for sales on AutoCAD for residential kitchen remodels.		
Sales Manager at Katchakid Pool Safety Systems	Los Angeles	2004 - 2010
Southern California Regional Manager for sales and installations.		

Michel Jair Kiwan Gómez, (Mich)
41210 Douglas Bl. 30650., Granite Bay, Ca 95746
mikiz4@me.com
916.735.2763

Pg 2.

Distinguished Leadership, Professional, and Academic Accomplishments:

Project Expansion Director, Green Ninja NGSS Middle School Curriculum
Educational Advisor, Tribal Eye Productions, Native American Literature
New Teacher Induction Mentor Sacramento County Office of Education
Teacher Consultant with THE BIGSPEARS, a History and Social Science Method
Teacher Consultant with the National Writing Program, Area 3 UC DAVIS Fellowship
Upward Bound, High School Summer Bridge EAOP Counselor, UCSD

National Conference Presentations:

Presenter, Stanford RILE Race Inequality and Language in Education Conference, 2018
Presenter, Sacramento State Multicultural Education Conference, 2018
Presenter, Conference on Academic Research in Education Las Vegas, 2018

Education

Ed.D. Educational Leadership	Sacramento State University	2021
Administrative Services Credential	San Diego State University	2002
MA Multicultural Counseling	San Diego State University	1996
BA PSYCHOLOGY	University of California, San Diego	1995

Press Releases

<https://thesungazette.com/article/education/2014/05/14/lindsay-moves-up-the-board/>
<https://thesungazette.com/article/education/2013/12/18/checking-the-competition/>



Brooke Higman

PROJECT EXECUTIVE, THE BOLDT COMPANY

ABOUT BROOKE

Brooke is a well respected construction leader with over 20 years of experience delivering nearly a billion dollars in construction projects throughout Northern California for education, healthcare, civic and commercial clients. As Project Executive, she helps to build business for the company, strengthens client relationships and oversees project teams to assure they have the necessary resources to achieve client expectations and project goals.

Industry Experience:

20+ Years

Education:

B.S., Construction Engineering Management, Oregon State University

Minor in Business Administration, Oregon State University

Industry Affiliations:

Association of General Contractors (AGC)

US Green Building Council (USGBC)
- LEED Accredited Professional

Sacramento Regional Builders Exchange (SRBX)

National Association of Women in Construction (NAWIC)

Lean Construction Institute (LCI)

Fun Facts:

Mom of three
(Blake-24, Belle-21 and Kaden-17)

Learning to golf

One of only two women in the Construction Engineering program at OSU 2000 graduating class

Loves to waterski/wakesurf

Basketball fanatic

The majority of her career has been in the Sacramento area where she has fostered many long-lasting relationships with architects, design engineers and both the general contracting and sub-contracting community. Her approach to every project is to ensure that there is an environment of collaboration and transparency, focusing on delivering a quality product, safely, on time and under budget.

As a member of the the Boldt leadership team, she provides mentorship to younger staff, develops opportunities for team growth and is committed to fostering a corporate culture of collaboration, continuous learning/improvement and fun. Giving back to the community and “paying it forward” are values Brooke takes to heart. She looks for opportunities where she can share her passion for the construction industry and inspire others, especially young women, to consider construction as a career path.

NOTABLE PROJECTS

Education

- Natomas Unified School District, Paso Verde K-8 Campus
- Elk Grove Unified School District, Valley High School Fire Academy
- Los Rios Community College District, Cosumnes River College, Winn Center
- Los Rios Community College District, Sacramento City College, Performing Arts Center

Healthcare

- Kaiser Foundation, Sacramento Medical Center & Morse Avenue Hospital—Various Renovations and Modernizations
- Kaiser Foundation, Parking Structure
- Dignity Healthcare, Folsom Tenant Improvements

Civic/Commercial

- State of California, DGS, Office Building 8 & 9 Elevator Renovation
- Monsanto Laboratory
- 1200 R Street Renovation
- Jackson Rancheria Casino
- Santa Row, 42-acre Mixed-Use Development
- Bogle Vineyard Cold Storage Warehouse
- B Street Theater
- Fort Sutter Hotel

Founding Team Members

Kevin Dobson is the founder and Director of Capital College & Career Academy. He is focusing on all things education related including Career Tech Education and community and youth engagement. Kevin Dobson has worked in the field of education for the past nine years as both a classroom teacher and a principal. This includes time at a large inner city high school in Springfield, Massachusetts, working with homebound students in New Castle, Delaware, four years in Center Joint Unified School District, and five years at Natomas Charter School. During these nine years, he participated in a wide range of leadership activities on a variety of school campuses and demonstrated a continued passion for hands-on learning. He possesses two masters degrees. The first from the University of San Diego in Education and Curriculum with an emphasis on technology in the classroom. The second masters from the University of California Sacramento in Educational Leadership and Policy Studies. In his classroom, students have received national and local recognition for their work. For two straight years multiple students placed in the national C SPAN StudentCam documentary competition. In addition, a 7th grade class received local notoriety for their collaborative presentation with the City of Sacramento's Special Project Manager to the planning and design commission

As a high school principal, he helped develop a school-wide system of support and led the effort to build a dual enrollment program between Natomas Charter and American River College. In two years he increased enrollment by nearly 200%. He also spearheaded the creation of a unique math pathway to address the diverse learning needs of all the students. Kevin also led numerous teacher initiatives and instituted a systemic approach to professional learning communities.

Kevin has also coached numerous sports and is a recent graduate from the City Management Academy. He was also recognized as the teacher of the year for his academy in 2018 and was nominated for the Gilder Lehrman History Teacher of the year for the 2018-19 school year prior to moving into administration.

Armando Cornelio is leading our construction and trade outreach. A first-generation Mexican American entrepreneur he is the president of A&A Developers. He currently operates three companies and has a diverse set of professional experiences. This includes being a licensed contractor for almost 20 years; working with both union and non-union companies. Originally from the Bay area peninsula, he is passionate about building for the future through innovation and hard work.

Current Board of Directors

Since our school looks to bridge the gap between education and industry our forming a strong board was an immediate priority for the executive team. We have been extremely fortunate to have such a strong and diverse board composed of industry, community, and educational leaders. Our board brings with them a diverse set of experiences that all touch on some aspect of our mission. We intentionally recruited board members who had an array of experiences that ultimately would contribute to our school development.

Timothy Blood works as the preconstruction manager for Turner Construction. Turner Construction is one of the largest commercial general contractors in the Sacramento Region. Recognizing an increasing lack of skilled workers, Turner has spent considerable time and effort

on workforce development. This has included partnering with high schools and community colleges across Northern California. Prior to Turner Construction Tim worked with Sundt Construction where he utilized the National Center for Construction Education and Research (NCCER) curriculum for training employees.

Jacobe Caditz manages SMUD's Community Education and Technology Center, which helps promote sustainable practices and technologies for a zero-carbon future. Jacobe's background is in public engagement and sustainable communities. He combined his MBA studies at the University of the Pacific with two years as a Peace Corps volunteer in Paraguay. He has a passion for partnering with community organizations on creative ways to lift up our region.

Linda Farley holds a masters in curriculum and instruction from Michigan State University and a doctorate of education in leadership from the University of St. Thomas, St. Paul. She currently serves as the CEO of Girl Scouts Heart of Central California. This Girl Scout council serves nearly 18,000 girls in an 18-county region, including Sacramento County. One of the Girl Scouts main priorities is science, technology, engineering and math (STEM). They have three STEM Centers—two building sites and one mobile unit—that serve girls throughout their region. In her role on the Board, Linda, will work to ensure the culture of CCCA is welcoming and inclusive for young women who are interested in entering the trades. She will help with recruitment and will participate in on-going evaluation of the school culture.

Benjamin Fell is the Interim Director of College-to-Learner, Academic Programs at California State University, Sacramento's College of Continuing Education (CCE). Ben holds a PhD. and

MS in Civil and Environmental Engineering along with a BS in Civil Engineering. Within this role he has led the delivery of a portfolio of degrees, certificates, credentials, workshops, youth programs, and contract education. As a part of this role, Ben manages 15 full-time and 1 part-time (hourly intermittent) staff in Academic Programs within the College of Continuing Education. He has also been responsible for initiating and leading staff promotions and hiring while restructuring efforts for organizational effectiveness and ensuring high quality and inclusive program development and delivery across multiple disciplines. In addition, he has overseen the rebranding or repositioning of existing programs while leading feasibility studies and market analysis. This includes working with advisory groups from a variety of industry sectors all while ensuring self-support budget adherence for programmatic offerings totaling \$9.6M in projected revenue for 2021-22.

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In addition to these accomplishments Ben is a published author, presenter, and active Engineering Professional via his role with numerous organizations and committees. He also has significant grant writing experience which has resulted in nearly \$7M of funding over the past 11 years.

Stephanie Hannah is a Certified Public Accountant and Certified Construction Industry Financial Professional (CCIFP) who currently works as the Chief Financial Officer for Sebastian Enterprises. She previously served as CFO for Lund Construction, and has served hundreds of Northern California construction and real estate companies during her tenure in public accounting. She has been in the construction industry for over 25 years and was drawn to Capital College & Career Academy because of the current lack of workforce availability and the need to build a pipeline of future tradesmen and women.

Brooke Higman is a well-respected construction leader with over 20 years of experience delivering nearly a billion dollars in construction projects throughout Northern California for education, healthcare, civic and commercial clients. As Project Executive, she helps to build business for the company, strengthens client relationships and oversees project teams to assure they have the necessary resources to achieve client expectations and project goals.

The majority of her career has been in the Sacramento area where she has fostered many long-lasting relationships with architects, design engineers and both the general contracting and sub-contracting community. Her approach to every project is to ensure that there is an environment

of collaboration and transparency, focusing on delivering a quality product, safely, on time and under budget.

As a member of the Boldt leadership team, she provides mentorship to younger staff, develops opportunities for team growth and is committed to fostering a corporate culture of collaboration, continuous learning/improvement and fun. Giving back to the community and “paying it forward” are values Brooke takes to heart. She looks for opportunities where she can share her passion for the construction industry and inspire others, especially young women, to consider construction as a career path.

James Moore was chosen as a board member due to his vast experience working with community nonprofits throughout Sacramento County. This has included the Sacramento Food Bank, Volunteers of America, the Department of Veterans Affairs. He has also invested a considerable amount of his time mentoring at risk youths living in Del Paso Heights community of Sacramento. He currently works for Volunteers of America as an outreach coordinator.

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Ian brings with him over 20 years of experience and a range of notable projects. Ian is committed to increasing the long-term pipeline into the construction trades. McCarthy Building Companies as a whole has led numerous nationwide initiatives focused on getting underrepresented groups into the construction industry.

Michel Kiwan Gomez is a distinguished bilingual educator with more than 25 years of classroom experience. He holds a Ed. D. in Educational Leadership, a MA in Multicultural Counseling, and a BA in Psychology. He has presented at numerous educational conferences and led various initiatives within the Twin Rivers Unified School district. Outside of teaching, Mich has a range of professional experiences ranging from a licensed contractor to an educational

consultant. Mich has also worked as a SCOE mentor and an Educational Advisor for Tribal Eye Productions. Prior to the start of the 2021-2022 school year, Mich was hired as the vice principal for Empowering Possibilities International Charter School (EPIC).

Past Board Members

Jerry Bell is the president and cofounder of Bell Brothers which provides Sacramento and the surrounding areas with Air Conditioning, Heating, Windows & Plumbing services and is a household name in the region. With over 200 employees and 140 service trucks they too have seen a critical need for skilled workers and have been seeking ways to bridge the gap between education and the industry in recent years.

Jordan Blair currently oversees all communications, marketing, public relations, and workforce development efforts for the Sacramento Regional Builders Exchange and the Construction Industry Education Foundation. He holds a Bachelor of Arts from the College of William and Mary, a Master of Arts with honors from California State University, Sacramento, a Master of Public Administration with honors from the University of Southern California, and is a doctoral candidate in the communication of policy and campaign management. He has developed a reputation as a skilled communicator, having previously managed media relations, external relations, publications, and website communications for a variety of large state agencies, nonprofits, and educational institutions. He was named the Sacramento Young Professional of the Year in 2012 and to the Sacramento 40-under-40 list in 2016.

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**SUPPLEMENTAL MATERIALS
RECEIVED ON SEPTEMBER 2, 2021**

JOHN BELPERIO

1050 Mattox Rd. Hayward CA 94541 · (510) 932-1666

jbelperio@nccrc.org

I am currently employed by Northern California Carpenters Regional Council. I am highly motivated in advancing the construction industry and creating a workforce to maintain it through career pathways. I have a great passion in helping folks who need a second chance as I once did.

EXPERIENCE

08/05/2003-09/12/13

CARPENTER, COMPANIES- KIEWIT, DPR, SWINERTON, MORTENSON

Worked as an apprentice & Journeyman Carpenter and Foreman on a multitude of projects ranging from bridges, water treatment plants, wind turbines, schools and hospitals.

09/13/13-PRESENT

POLITICAL/FIELD REPRESENTATIVE, NOR CAL CARPENTERS REGIONAL COUNCIL

Represent 40,000 +- members, develop & maintain relationships needed to create work opportunities, Negotiate PLA's, Market our Contractors, Work with candidates seeking election.

EDUCATION

JULY 2004

GED, SONOMA COMMUNITY COLLEGE

MAY 2010

GRADUATE, CARPENTERS APPRENTICESHIP PROGRAM

SKILLS & STRENGTHS

- Leadership & Communication
- Public speaking
- Extensive construction industry knowledge
- First Aid & CPR Certified
- Negotiations
- Team building
- Contractor relations
- OSHA 10 Certified

ACTIVITIES

Creating and maintaining partnerships with area school districts to expose students to the trades.
Strengthening political relationships to create more work opportunities for current and future workers.
Fighting for worker rights.
Marketing our general contractors to increase market share.
Representing apprentices and journeyman while helping guide them through a successful career.

Ramon L. Hopkins, PE

4880 Cameron Road, Cameron Park, CA · (916) 947-0057 · ramon.hopkins@dot.ca.gov

PROFESSIONAL PROFILE

- Registered Professional Engineer, Civil – California License Number 63708
- Executive Transportation Engineer with proven management and leadership skills and a diverse engineering background developed during twenty-three years of State service and seven years of Marine Corps Engineering experience.
- Extensive experience in construction contract interpretation and administration with a keen ability to identify and resolve issues that would potentially impact project delivery.

EXPERIENCE

Chief, Division of Construction, Caltrans – December 2020 – Present

- Lead the Division of Construction and responsible for the overall development, distribution, maintenance, and administration of the Department policies related to construction.
- Chair the AASHTO Committee on Construction Technical Subcommittee on Safety, Environment, and Workforce Development.
- Partner with the construction industry in the delivery of the Caltrans construction program. (Current ongoing construction valued at \$11.7 billion)

Principal Transportation Engineer, Assistant Division Chief, Division of Construction, May 2018 – December 2020

- Manage the Division of Construction activities, providing corporate support of the Department's construction program.
- Partner with internal and external stakeholders in the development and implementation of policy.
- Advise management, local transportation agencies and other governmental entities to ensure that departmental standards are consistently applied in the construction program.

Supervising Transportation Engineer, Construction Field Coordinator, February 2017 – May 2018

- Advised districts on construction policy and meeting statewide objectives. Collaborated with construction managers on required actions to comply with policy and achieve objectives.
- Provided expertise on contract administration including claims, arbitration, and engineering issues.
- Collaborated with other Caltrans divisions to improve statewide policies and practices.

Senior Transportation Engineer (Civil), Central Region, 2008 – January 2017

- Construction Manager for the Route 46 corridor widening projects east of Paso Robles. This series of projects was considered the first Major FHWA Project in District 5 and was valued at just over \$500 million.
- Conducted the District 5 project records review to ensure district wide consistency in contract administration and developed training for district staff in areas that were identified for improvement.

- Subject Matter Expert on Project Resourcing and Schedule Management (PRSM) and assigned as an instructor to teach Project Managers and Task Manager the proper use of the program.

Transportation Engineer (Civil), Central Region, 1998 – 2008

- As Resident Engineer, administered roadway construction contracts ranging from \$200,000 to \$54,000,000.
- Tracked construction resource expenditures, analyzed material quality testing reports to ensure compliance with specification, prepared Contract Change Orders, and monitored monthly work progress to deliver projects within scope and budget.

Program Director/Planning Officer, Marine Corps Reserve Center, Bakersfield, CA 1996 – 1998

- Directed the efforts and supervised the daily activities of ten mid-level managers who develop and maintain numerous support activities for 120 plus employees.
- Responsible for the development and management of employees while balancing an extremely limited operations and training budget.
- As Public Affairs Officer, represented the United States Marine Corps in front of numerous print and broadcast media in both taped and live interviews. Often attended benefits and meetings sponsored by community organizations as their guest speaker. Have addressed crowds as large as 3,000.

Engineer Officer/Project Director, 9th Engineer Support Battalion, Okinawa, Japan, 1993 – 1996

- Supervised 100 plus employees in the planning and construction of projects ranging from expedient road repair on the island of Okinawa to the construction of drainage facilities and roadways in Korea.
- Designed and oversaw the construction of a 2,000-man temporary base camp for exercises in Thailand. Facilities included sleeping and working areas, a freshwater production and distribution system, gray and black wastewater disposal systems, and an intricate electrical power distribution system.
- Directed health and safety programs and ensured compliance with Marine Corps Regulations and OSHA Standards as well as local Japanese Ordinances.
- Managed the construction of a library and school in a remote location of Thailand as part of an Engineer Civil Action Project (ENCAP) which had significant political importance.

EDUCATION

- B.S., Civil Engineering, University of Arizona, 1992
- Military Schools
 - Engineering Officer Course and Logistics Staff Planning Course, 1993
 - Maintenance Management Leadership Course, 1994
 - Safety Manager Course and Environmental Managers Course, 1995
- Caltrans Schools
 - Caltrans Project Management Certificate Program, Cal State Sacramento, 2007
 - Supervisory Training Program, 2008
 - Management Training Program, Cal State Sacramento, 2009
 - Leadership Training Program (I), Cal State Sacramento, 2019
 - Leadership Training Program (II), Cal State Sacramento, 2020

RECOGNITION

- Honored as the Caltrans District 5 “Resident Engineer of the Year” – 2003
- Central Region “Resident Engineer of the Year” – 2010
- Caltrans Superior Accomplishment Award – 2003, 2010, 2011
- Excellence in Transportation Award – 2013
- State of California Senate Certificate of Recognition – 2014
- Excellence in Partnering (Gold Award) – 2015

Deborah Wilder

Graduate University of California Davis, B.A

Graduate Northwestern School of Law of Lewis and Clark College, Portland, Oregon.

Deborah has been a licensed attorney for 39 years (Oregon 1981, California 1984) having argued labor and employment law cases in multiple states and before the 9th Circuit Court of Appeals. In 2002, she created Contractor Compliance and Monitoring Inc., (CCMI) a third party consulting company which assists public agencies and large developers/prime contractors monitor, audit, review and comply with state and federal prevailing wage requirements. CCMI is headquartered in the San Francisco Bay area and has additional offices in San Diego, Seattle and Maryland and performs work in over a dozen states. Deborah is a nationally recognized labor law attorney and authority in the field of prevailing wage and a successful small business owner.

Deborah has authored numerous articles over her 39-year career including the following books:

- *What Every Contractor Should Know About Prevailing Wages* © 2010, 2nd Edition © 2015' 3rd Edition 2021
- *AGC of America's Davis Bacon Compliance Manual* 3rd Edition © 2010, 4th Edition © 2012; 5th Edition© 2019
- *Davis Bacon Handbook for Public Agencies* © 2013, 2nd Edition © 2016

PROFESSIONAL TRADE ASSOCIATION SERVICE

- Women Construction Owners & Executives, USA (WCOE), member 1985 - present; National President 2007-2009.
- National Association of Women Business Owners (NAWBO), member 1995 - 2016; SF Chapter Board 1996-1997; National Public Policy Chair 2008
- Construction Craft Training Center 1995-1997 Board Member (Construction Apprenticeship Program)
- Associated Builders and Contractors current
- Associated General Contractors current
- American Public Works Association current

COMMUNITY SERVICE

- CERT Instructor (Community Emergency Response Team) 2005-present
- T-3 Trainer for CERT 2012-present
- Lifetime Girl Scout – 40+ years as scout, leader, Association Chair, currently Gold Award Advisor for Nevada County
- Boy Scout Merit Badge Counselor- current
- Volunteer The Friendship Club (recently renamed as Bright Futures of Youth)- supporting girls at risk- current

- Volunteer Sierra Nevada Hospital Foundation - current
- Volunteer Women of Worth (Domestic Violence Shelter and Services) - current
- Kare Crisis Nursery- offering support to family in crisis with young children- current
- Rotarian 1997 to present

PAST SERVICE OF BOARDS AND COMMISSIONS

- Foster City Council 1997 – 2005; Mayor 1998 – 2000
- Member of Women Construction Owners and Executives USA 1985 to present; National President 2007-2009; Current Board Member
- Nevada County Fire and Police Safety Council 2019-present
- Caltrans Business Advisory Council San Diego 2020-present Caltrans Business Advisory Council San Diego 2020-prese
- San Mateo County Library JPA – Chair from July 2001-2003
- CCAG (City and County Associations of Government – Chair – Finance Committee) 1997-2005; chair 2003-2005
- San Mateo County Domestic Violence Commission 1998-2005
- San Mateo County Criminal Justice Council 1999-2004
- AYSO Volunteer Soccer Referee 1989-1997
- Caltrans Small Business Advisory Council 1987-1997
- California Department of Correction Advisory Council 1989-1997
- President – Friends of Foster City Library 2006-2008. Current member

Founding Team Members

Kevin Dobson is the founder and Director of Capital College & Career Academy. He is focusing on all things education related including Career Tech Education and community and youth engagement. Kevin Dobson has worked in the field of education for the past nine years as both a classroom teacher and a principal. This includes time at a large inner city high school in Springfield, Massachusetts, working with homebound students in New Castle, Delaware, four years in Center Joint Unified School District, and five years at Natomas Charter School. During these nine years, he participated in a wide range of leadership activities on a variety of school campuses and demonstrated a continued passion for hands-on learning. He possesses two masters degrees. The first from the University of San Diego in Education and Curriculum with an emphasis on technology in the classroom. The second masters from the University of California Sacramento in Educational Leadership and Policy Studies. In his classroom, students have received national and local recognition for their work. For two straight years multiple students placed in the national CSPAN StudentCam documentary competition. In addition, a 7th grade class received local notoriety for their collaborative presentation with the City of Sacramento's Special Project Manager to the planning and design commission

As a high school principal, he helped develop a school-wide system of support and led the effort to build a dual enrollment program between Natomas Charter and American River College. In two years he increased enrollment by nearly 200%. He also spearheaded the creation of a unique math pathway to address the diverse learning needs of all the students. Kevin also led numerous teacher initiatives and instituted a systemic approach to professional learning communities.

Kevin has also coached numerous sports and is a recent graduate from the City Management Academy. He was also recognized as the teacher of the year for his academy in 2018 and was nominated for the Gilder Lehrman History Teacher of the year for the 2018-19 school year prior to moving into administration.

Armando Cornelio is leading our construction and trade outreach. A first-generation Mexican American entrepreneur he is the president of A&A Developers. He currently operates three companies and has a diverse set of professional experiences. This includes being a licensed contractor for almost 20 years; working with both union and non-union companies. Originally from the Bay area peninsula, he is passionate about building for the future through innovation and hard work.

Current Board of Directors

Since our school looks to bridge the gap between education and industry our forming a strong board was an immediate priority for the executive team. We have been extremely fortunate to have such a strong and diverse board composed of industry, community, and educational leaders. Our board brings with them a diverse set of experiences that all touch on some aspect of our mission. We intentionally recruited board members who had an array of experiences that ultimately would contribute to our school development.

Timothy Blood works as the preconstruction manager for Turner Construction. Turner Construction is one of the largest commercial general contractors in the Sacramento Region. Recognizing an increasing lack of skilled workers, Turner has spent considerable time and effort

on workforce development. This has included partnering with high schools and community colleges across Northern California. Prior to Turner Construction Tim worked with Sundt Construction where he utilized the National Center for Construction Education and Research (NCCER) curriculum for training employees.

Jacobe Caditz manages SMUD's Community Education and Technology Center, which helps promote sustainable practices and technologies for a zero-carbon future. Jacobe's background is in public engagement and sustainable communities. He combined his MBA studies at the University of the Pacific with two years as a Peace Corps volunteer in Paraguay. He has a passion for partnering with community organizations on creative ways to lift up our region.

Linda Farley holds a masters in curriculum and instruction from Michigan State University and a doctorate of education in leadership from the University of St. Thomas, St. Paul. She currently serves as the CEO of Girl Scouts Heart of Central California. This Girl Scout council serves nearly 18,000 girls in an 18-county region, including Sacramento county. One of the Girl Scouts main priorities is science, technology, engineering and math (STEM). They have three STEM Centers—two building sites and one mobile unit—that serve girls throughout their region. In her role on the Board, Linda, will work to ensure the culture of CCCA is welcoming and inclusive for young women who are interested in entering the trades. She will help with recruitment and will participate in on-going evaluation of the school culture.

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consultant. Mich has also worked as a SCOE mentor and an Educational Advisor for Tribal Eye Productions.

Deborah Wilder is a native Californian, raised in the San Francisco Bay Area. She is a graduate of U.C. Davis with a degree in Political Science and Public Service and has her law degree from Northwestern School of Law of Lewis and Clark College in Portland, Oregon. Deborah is a member of both the Oregon and California Bar and specializes in labor and employment law in the construction industry.

Deborah is the president and owner of Contractor Compliance and Monitoring, Inc., a company which monitors prevailing wage and public works compliance. Deborah is the author of What Every Contractor Should Know About Prevailing Wages, AGC of America's Davis Bacon Manual-Fourth Edition, The Davis Bacon Handbook for Public Agencies and is considered an industry authority on the subject.

Deborah served two years as Mayor of Foster City and eight years on the Foster City Council. She is currently the Secretary and Member of the Board of Directors of the California Republican Party. She is the past national president of Women Construction Owners and Executives.

Ramon Hopkins is a registered civil engineer and current Chief of the Division of Construction at the California Department of Transportation. With nearly 30 years of industry experience Ray has led a number of notable projects up and down the state of California. Ramon holds a B.S. in

Civil Engineering from the University of Arizona. He has proven management and leadership skills and a diverse engineering background developed during twenty-three years of State service and seven years of Marine Corps Engineering experience. Ramon has earned a number of accolades during his career including being twice names resident engineer of the year. He also received a Certificate of Recognition from the state of California and is a three-time recipient of the Caltrans Superior Accomplishment Award.

Representing the California Department of Transportation and as the acting Chair of the AASHTO Committee on Construction Technical Subcommittee on Safety, Environment, and Workforce Development, Ramon has demonstrated an ongoing commitment to addressing the labor pipeline and creating real world learning experiences for young people around the Sacramento region.

John Belperio is the Northern California Carpenters Regional Council Northern District Area VP. John brings with him nearly 10 years of field experience working as an apprentice and journeyman carpenter and foreman on a multitude of projects ranging from bridges, water treatment plants, wind turbines, schools and hospitals. In his role as a political field representative, he represented over 40,000 members while helping to develop and maintain the relationships needed to create work opportunities for employees. He has experience negotiating project labor agreements and working directly with candidates seeking election for political office.

John is highly motivated in advancing the construction industry and creating a workforce to maintain it through career pathways. This is evident through his time serving on the Career Technical Education Advisory Committee for Berkeley Public Schools. John notes that he has a passion for helping folks who need a second chance as he once did.

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Edith Espinoza holds a Masters of Art in Multicultural Education as well as an administrative credential. She is a well-respected educator in the Elk Grove Unified School district and frequently serves as the teacher in charge. She has worked since 2006 as an EL Coordinator and elementary school teacher. Since 2014 she has helped facilitate and organize an after-school intervention program.

Budget Narrative & Cash Flow Statement

Below is the financial information and narrative for the proposal of Capital College & Career Academy (“CCCA”). The financial statements include a 5-year pro-forma annual budget and 3-year monthly cash flow statement (3 years of operations for 2022-23 through 2024-25 inclusive).

Students: Enrollment, Demographics and Average Daily Attendance

Revenues for CCCA will largely depend on the number of students enrolled and their attendance. Average Daily Attendance (ADA) is the aggregate attendance during a reporting period divided by the number of days the school is in session during that period. ADA is used to calculate many of the revenue sources. This budget assumes a 95% attendance rate.

It is planned that CCCA will open in 2022-23 with enrollment of 70 and grow to 370 during 2026-27. The following table shows CCCA’s projected enrollment and ADA.

Table A: Enrollment & ADA

	2022-23	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Projected Enrollment & ADA by Grade</i>					
9th Grade	70	80	90	100	100
10th Grade	-	70	80	90	100
11th Grade	-	-	70	80	90
12th Grade	-	-	-	70	80
Total Projected Enrollment	70	150	240	340	370
Average Daily Attendance (ADA)					
ADA %	95%	95%	95%	95%	95%
Total	66.50	142.50	228.00	323.00	351.50

Revenues

Factoring in all revenues at the school, per-pupil funding is expected to be around \$16,000/ADA at CCCA except in the early/initial, start-up years when some revenue streams are not immediately available. State revenue streams provide the largest source of funding making up about 75%-85% of CCCA’s total revenues. All revenues are monitored throughout the year as various funding estimates are refined and recalculated.

Table B: Summary of Projected Revenues

	2022-23	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Summary of Revenue Programs</i>					
State Aid - Revenue Limit	\$848,120	\$1,873,829	\$3,104,497	\$4,398,037	\$4,786,100
Federal Revenue	40,981	210,943	169,255	223,049	239,008
Other State Revenue	138,486	300,016	439,574	538,253	580,027
Other Local Revenue	100,000	-	-	-	-
Total Revenues	\$1,127,586	\$2,384,787	\$3,713,327	\$5,159,338	\$5,605,134
<i>State Revenues as % of Total</i>	<i>75.2%</i>	<i>78.6%</i>	<i>83.6%</i>	<i>85.2%</i>	<i>85.4%</i>
<i>Revenues per ADA</i>	<i>\$ 16,956</i>	<i>\$ 16,735</i>	<i>\$ 16,287</i>	<i>\$ 15,973</i>	<i>\$ 15,946</i>

State Revenues

State Revenues are estimated based on specific programs as identified below, with the majority of funding dependent upon the annual State budget and the school’s student population.

Principal Apportionment

The LCFF FCMAT calculator (FCMAT Version v22.2a released 8/23/21) was used to determine the LCFF projections for each year of the above revenue projections which are based on expected student ADA and the expected unduplicated count of students at CCCA of 70.00%. This rate is consistent with the demographics of Sacramento County.

These projections show that in year 1, a total of \$13,300, or \$200 per ADA, of the principal apportionment ADA funding will be disbursed via the Education Protection Account. Approximately 18% of the LCFF revenues (or \$2,327 per ADA) are projected to be disbursed via In-Lieu Property Taxes.

Table C: Projected State Revenues

	2022-23 Year 1	2023-24 Year 2	2024-25 Year 3	2025-26 Year 4	2026-27 Year 5
<i>State Aid - Revenue Limit</i>					
LCFF State Aid	\$680,097	\$1,513,780	\$2,528,419	\$3,646,525	\$3,968,279
Education Protection Account	13,300	28,500	45,600	-	-
In Lieu of Property Taxes	154,723	331,549	530,478	751,511	817,821
Total State Revenue	\$848,120	\$1,873,829	\$3,104,497	\$4,398,037	\$4,786,100

Federal Revenues

Special Education

CCCA provides special education services and will work with a Special Education Local Planning Area (SELPA) to ensure resources are provided to ensure compliant, efficient and effective delivery of services. CCCA's state special education funding includes general state aid of \$628/ADA. In addition to state special education funding, the revenue projection for CCCA also assumes \$125/ADA of federal special education funding beginning in year 2.

Free and Reduced-Price Meal Eligibility

The federally funded National School Lunch Program provides free and reduced-price meals for lunch and breakfast to eligible students, based on parent/guardian income levels. For this budget, we assume that the percentage of our students eligible to receive federal funding reimbursements will be about 70%. Additional receipts from paid student meals have not been included for conservatism since we do not have historical information. Food expenses for this program are shown below.

Title Programs

Based on roughly 70% of students qualifying for free and reduced prices meals, CCCA has also included federal funds.

Table D: Projected Federal Revenues

	2022-23 Year 1	2023-24 Year 2	2024-25 Year 3	2025-26 Year 4	2026-27 Year 5
<i>Federal Revenue</i>					
Special Education - Entitlement	-	\$8,750	\$18,750	\$14,000	\$12,396
Federal Child Nutrition	20,366	43,641	69,825	98,919	107,647
Title I, Part A - Basic Low Income	18,288	39,188	62,700	88,825	96,663
Title II, Part A - Teacher Quality	2,328	4,988	7,980	11,305	12,303
Title V, Part B - PCSG	-	104,377	-	-	-
Other Federal Revenue	-	10,000	10,000	10,000	10,000
Total Federal Revenue	\$40,981	\$210,943	\$169,255	\$223,049	\$239,008

Other State Revenues

Lottery & Mandated Block Grant

Lottery funding is based upon a projection of \$228 per ADA per year. Lottery funds are mainly allocated for general purpose use with nearly 28% of the funds restricted for instructional materials. Projections for the Mandate Block Grant are assumed at \$49.03/ADA for grades 9-12. Since funding is dependent on the previous year's ADA, CCCA will not be eligible to receive the Mandate Block Grant funding until the second year of operations.

The Lottery funds have been included in year one and an accrual and receivable at the end of year one as the funds will be paid as a prior year adjustment during year two of operations.

Charter School Facility Grant (SB740)

Because CCCA is projecting to have a FRPM Eligibility of 70%, the budget does include the SB740 funding based on the lesser of \$ \$1,211 per ADA or 75% of the budgeted lease cost.

Table E: Projected Other State Revenues

	2022-23	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Other State Revenue</i>					
State Special Education	\$41,732	\$89,426	\$143,081	\$202,698	\$220,584
Child Nutrition	1,060	2,272	3,635	5,150	5,604
School Facilities (SB740)	\$80,532	\$172,568	\$233,888	\$245,582	\$257,861
Mandated Cost	-	3,260	6,987	11,179	15,837
State Lottery	\$15,162	\$32,490	\$51,984	\$73,644	\$80,142
Total Other State Revenue	\$138,486	\$300,016	\$439,574	\$538,253	\$580,027

Other Local Revenues

Although CCCA does intend to utilize fundraising, budgeted non-public revenue has been limited to \$100,000 in 2022/23 for promised funds.

Expenditures

The projected expenditures through 2026-27 are shown below and are followed by a summary of assumptions for some of the larger expenses.

Table F: Summary of Projected Expenses

	2022-23	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Summary of Projected Expenses</i>					
Certificated Salaries	\$414,750	\$621,945	\$978,888	\$1,136,424	\$1,159,152
Classified Salaries	45,000	45,900	46,818	92,754	94,609
Employee Benefits	168,236	242,324	368,271	450,089	458,957
Total Compensation	\$627,986	\$910,169	\$1,393,977	\$1,679,267	\$1,712,719
Books and Supplies	92,976	146,108	222,954	309,785	306,383
Subagreement Services	45,905	107,993	178,014	238,368	256,277
Operations and Housekeeping	78,600	167,134	171,413	175,903	179,746
Facilities, Repairs and Other Leases	123,000	329,786	353,317	369,739	386,957
Professional/Consulting Services	67,181	93,756	136,096	181,872	196,374
Interest	11,725	8,911	-	-	-
Total Non-Comp	\$419,387	\$853,689	\$1,061,795	\$1,275,668	\$1,325,738
Total Expenses	\$1,047,373	\$1,763,858	\$2,455,772	\$2,954,935	\$3,038,457

Total Compensation - Salaries and Employee Benefits

Total compensation costs (salary and benefits) at capacity remain relatively constant near 55% of total expenditures. "Compensation" includes the salary costs of all staff, including those who work full-time and part-time, and includes all staff benefits including STRS, PERS, social security, Medicare, and workers' compensation.

CCCA's teacher staffing levels are based upon enrollment projections. Ratios of Certificated Teachers to Students is expected to be at or below 25:1 over the course of the full 5 years of operations.

Table G: Instructional Staff Ratio

	2022-23	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Instructional Staff Ratio</i>					
School Attendance	70.0	150.0	240.0	340.0	370.0
Certificated Teacher	5.0	7.0	11.0	13.0	13.0
Certificated Pupil Support (including SPED)	-	1.0	1.0	1.0	2.0
Total Instructional Staff	5.0	8.0	12.0	14.0	15.0
<i>Student : Instructional Staff Ratio</i>	14.0	18.8	20.0	24.3	24.7

For the first year of operations (2022-23), it is assumed that the Site Director and other 12-month employees will begin on July 1, 2022.

The average salary structure for key FTE staff positions is listed in the table below. The budget assumes a 2% cost of living adjustment every year. Note that the projected total salary amounts in Table E also includes support staff costs.

Table H: Average Budgeted Salary by Position

	2022-23	2023-24	2024-25	2025-26	2026-27
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
Average Budgeted Salary by Position					
Teacher (including SPED)	\$ 65,000	\$ 66,300	\$ 67,626	\$ 68,979	\$ 70,358
Administrative Staff - Certified	\$ 80,000	\$ 81,600	\$ 78,616	\$ 80,188	\$ 81,792
Classified Staff (Support and Adminsitratitive)	\$ 45,000	\$ 45,900	\$ 46,818	\$ 46,377	\$ 47,305

Table J: Employee Benefits

	2022-23	2023-24	2024-25	2025-26	2026-27
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
Employee Benefits					
STRS	\$79,217	\$118,791	\$186,968	\$217,057	\$221,398
PERS	11,745	12,439	12,969	25,693	26,207
OASDI	2,790	2,846	2,903	5,751	5,866
Medicare	6,666	9,684	14,873	17,823	18,180
Health and Welfare	59,500	86,700	132,651	162,365	165,612
State Unemployment	2,800	3,850	5,600	6,650	6,650
Workers' Compensation	5,517	8,014	12,308	14,750	15,045
Total Benefits	\$168,236	\$242,324	\$368,271	\$450,089	\$458,957

The table above lists the total projected annual employer costs for all employee benefits, on a year-by-year basis. Within employee benefits, most benefits are statutory and are determined by either state or federal mandate and are based on current rate factors. These benefits differ by type of employee (i.e. certificated or classified) and by whether they are full-time, part-time and/or hourly employees. CCCA's employees participate in different combinations of STRS, PERS, Social Security, Medicare, and workers' compensation depending on position. For full-time certificated employees, who participate in the State Teachers' Retirement System (and not in the Federal Social Security system), the employer contribution is expected to increase 19.10% in 2022-3 and future years.

Books and Supplies and Food Services

Many of the core programming cost projections after the initial start-up period from July 1, 2022 through the first day of school are based upon a per pupil allotment for instructional supplies, project materials and some assessments. These costs and additional enrichment/field trip opportunities for students may be supplemented in the future by private funding as it is secured, thus these estimates are conservative. CCCA will provide breakfast and lunch for all students and will participate in the National Free and Reduced Lunch Program.

Table I: Books, Supplies, & Food Services

	2022-23	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
Books & Supplies					
Textbooks and Core Curricula	\$8,000	\$16,000	\$32,000	\$56,000	\$72,000
Books and Other Materials	700	1,530	2,497	3,608	4,005
School Supplies	10,000	21,857	35,671	51,544	57,214
Office Expense	3,850	8,415	13,733	19,845	22,027
Noncapitalized Equipment	49,000	51,475	62,625	68,350	28,550
Food Services	21,426	46,831	76,428	110,438	122,586
Total Books & Supplies	\$92,976	\$146,108	\$222,954	\$309,785	\$306,383

The purchase of equipment will also be a critical part of the instructional program. The budget accounts for the purchase of this equipment (furniture and technology) on a per pupil, per full time staff member and general purchases. As these items do wear out over time and need replacement, the budget accounts for the replacement of requisite devices over time in addition to the initial purchase in the first year of operation.

Table J: Equipment Purchases

	2022-23	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
Device Counts					
Staff FTE Count for Devices	7	10	15	18	18
New Staff Purchases	7	3	5	3	-
<i>Replacement Purchases</i>	-	1	1	2	2
Enrollment	70	150	240	340	370
New Student Purchases	70	80	90	100	30
<i>Replacement Purchases</i>	-	4	8	12	17
Start-Up Element and Unit Cost					
Student Desks and Chairs	\$17,500	\$20,875	\$24,375	\$28,000	\$11,750
Teacher Desks and Chairs	7,000	3,700	6,000	4,500	1,800
Student Technology	21,000	25,050	29,250	33,600	14,100
Teacher Technology	3,500	1,850	3,000	2,250	900
Total Non-Cap Equipment in Line 4400	\$49,000	\$51,475	\$62,625	\$68,350	\$28,550

Other Expenses

Many of the operating cost projections are based upon historical averages experienced at other independent charter schools, such as communication costs, utilities, insurance, and copier lease costs.

Table K: Subagreement Services

	2022-23	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Subagreement Services</i>					
Special Education	45,905	107,993	178,014	238,368	256,277
Total Subagreement Services	\$45,905	\$107,993	\$178,014	\$238,368	\$256,277

SPED Consultants

Special Education Consultant costs include all outside service provider costs estimated at \$45,095 in year 1 (plus COLA adjustments and increases based on population growth thereafter). This includes psychological, speech language and occupational therapy services to CCCA's students with IEPs.

Table L: Professional Services

	2022-23	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Professional Services</i>					
Audit & Taxes	\$4,000	\$12,000	\$12,240	\$12,485	\$12,734
Legal	\$5,000	\$5,100	\$5,202	\$5,306	\$5,412
Professional Development	\$2,000	\$4,000	\$6,528	\$9,433	\$10,471
Other taxes and fees	\$350	\$357	\$364	\$371	\$379
Payroll Service Fee	\$350	\$765	\$1,248	\$1,804	\$2,002
Management Fee	\$42,000	\$47,696	\$74,267	\$103,187	\$112,103
District Oversight Fee	\$8,481	\$18,738	\$31,045	\$43,980	\$47,861
Public Relations/Recruitment	\$5,000	\$5,100	\$5,202	\$5,306	\$5,412
Total Professional Services	\$67,181	\$93,756	\$136,096	\$181,872	\$196,374

Expenses shown in the table above are primarily based on preliminary negotiations with prospective service providers or based on industry averages. We make note of items below as needed to explain our budgeting assumptions.

Management Fee

CCCA has contracted with Charter Impact, Inc. to provide financial management services including financial reporting, accounts payable, and general accounting. Fees for these services are budgeted at 2% of total revenue, with a minimum fee of \$42,000.

Authorizer Oversight Fee

CCCA has projected that it will be required to pay a fee of 1% of general purpose revenues.

Table M: Facilities, Repairs and Other Leases Expenses

	2022-23	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Facilities, Repairs and Other Leases</i>					
Rent	\$108,000	\$297,000	\$311,850	\$327,443	\$343,815
Equipment Leases	9,000	19,671	20,065	20,466	20,875
Repairs and Maintenance	6,000	13,114	21,403	21,831	22,267
Total Facilities, Repairs and Other Leases	\$123,000	\$329,786	\$353,317	\$369,739	\$386,957

Facilities Rent

CCCA is planning to occupy and lease a third party site. Based on current real estate conditions and the geographic area targeted, the budget is projecting facilities costs of \$108,000 during Year 1, expanding for student growth in Year 2.

Table N: Operations and Housekeeping

	2022-23	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Operations and Housekeeping</i>					
Auto and Travel	\$4,000	\$4,080	\$4,162	\$4,245	\$4,330
Dues & Memberships	\$700	\$1,530	\$2,497	\$3,608	\$4,005
Insurance	\$17,500	\$38,250	\$39,015	\$39,795	\$40,591
Utilities	\$24,000	\$52,457	\$53,506	\$54,576	\$55,668
Janitorial Services	\$18,000	\$39,343	\$40,130	\$40,932	\$41,751
Communications	\$14,400	\$31,474	\$32,104	\$32,746	\$33,401
Total Operations and Housekeeping	\$78,600	\$167,134	\$171,413	\$175,903	\$179,746

Other Outgo and Transfers

Due to the expected high cost of starting up a school, and the expected first LCFF apportionment not paid until after the end of the first quarter of Year 1, CCCA expects cash flow to be slow during the first quarter of Year 1. Many other charter schools cover their budgeted start-up cash shortfall through philanthropy and start-up grant support such as the PCSGP. However, to project cash flow conservatively, CCCA intends to secure external financing to provide the cash necessary to initiate operations. The budget projects the cost of factoring portions of its principal apportionment payment to cover the cash shortfall during the growth phase. The need to factor is not expected to be necessary after the 2nd year of operations as projections show that the cash balance will grow substantially after this initial period. As such, the projections show interest payment equal to 4% of each receivable sale during the first 2 years.

Table O: Interest

	2022-23	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Depreciation & Interest</i>					
Interest	11,725	8,911	-	-	-
Total Depreciation & Interest	\$11,725	\$8,911	-	-	-

Cash Flow

Ending Cash Balance

The cash balance at the end of 2022-23 is projected to be minimal but will grow from there as the State funding calculations catch up with the school's enrollment at capacity. CCCA will be able to exceed a 5% cash reserve.

Table P: Statement of Activities & Cash Balance

	2022-23	2023-24	2024-25	2025-26	2026-27
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
Statement of Activities					
Revenues					
State Aid - Revenue Limit	\$848,120	\$1,873,829	\$3,104,497	\$4,398,037	\$4,786,100
Federal Revenue	40,981	210,943	169,255	223,049	239,008
Other State Revenue	138,486	300,016	439,574	538,253	580,027
Other Local Revenue	100,000	-	-	-	-
Total Revenues	\$1,127,586	\$2,384,787	\$3,713,327	\$5,159,338	\$5,605,134
Expenses					
Certificated Salaries	\$414,750	\$621,945	\$978,888	\$1,136,424	\$1,159,152
Classified Salaries	45,000	45,900	46,818	92,754	94,609
Employee Benefits	168,236	242,324	368,271	450,089	458,957
Books & Supplies	92,976	146,108	222,954	309,785	306,383
Subagreement Services	45,905	107,993	178,014	238,368	256,277
Operations and Housekeeping	78,600	167,134	171,413	175,903	179,746
Facilities, Repairs and Other Leases	123,000	329,786	353,317	369,739	386,957
Professional Services	67,181	93,756	136,096	181,872	196,374
Depreciation and Interest	11,725	8,911	-	-	-
Total Expenses	\$1,047,373	\$1,763,858	\$2,455,772	\$2,954,935	\$3,038,457
Increase/(Decrease) of Net Assets	\$80,213	\$620,929	\$1,257,555	\$2,204,403	\$2,566,678
	7.7%	35.2%	51.2%	74.6%	84.5%
Beginning Cash Balance	-	215,245	624,310	1,652,196	3,701,092
Ending Cash Balance	\$215,245	\$624,310	\$1,652,196	\$3,701,092	\$6,158,797
Cash Balance (% of Expenditures)	20.6%	35.4%	67.3%	125.3%	202.7%

Fund Balance

The fund balance is expected to above the CDE-recommended levels in each year of operations and grow to over 200% by the end of year 5.

Table Q: Statement of Fund Balance

	2022-23	2023-24	2024-25	2025-26	2026-27
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
Fund Balance					
Beginning Fund Balance					
Beginning Fund Balance	-	\$80,213	\$701,143	\$1,958,697	\$4,163,101
Increase/(Decrease) in Net Assets	80,213	620,929	1,257,555	2,204,403	2,566,678
Ending Fund Balance	\$80,213	\$701,143	\$1,958,697	\$4,163,101	\$6,729,779
Fund Balance (% of Expenditures)	7.7%	39.8%	79.8%	140.9%	221.5%

Capital College and Career Academy

Monthly Cash Flow/Budget FY22-23

Revised 8/30/2021



ADA = 66.50

	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Year-End Accruals	Annual Budget
Revenues														
State Aid - Revenue Limit														
8011 LCFF State Aid	-	-	-	251,636	-	-	122,417	-	61,209	61,209	61,209	61,209	61,209	680,097
8012 Education Protection Account	-	-	-	3,325	-	-	3,325	-	-	3,325	-	-	3,325	13,300
8096 In Lieu of Property Taxes	-	-	-	40,228	12,378	12,378	12,378	12,378	21,661	10,831	10,831	10,831	10,831	154,723
	-	-	-	295,189	12,378	12,378	138,120	12,378	82,870	75,364	72,039	72,039	75,365	848,120
Federal Revenue														
8181 Special Education - Entitlement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8220 Federal Child Nutrition	-	-	-	1,018	1,935	1,935	1,935	1,935	1,935	1,935	1,935	1,935	1,935	20,366
8290 Title I, Part A - Basic Low Income	-	-	-	4,572	-	-	4,572	-	-	4,572	-	-	4,572	18,288
8291 Title II, Part A - Teacher Quality	-	-	-	582	-	-	582	-	-	582	-	-	582	2,328
8294 Title V, Part B - PCSG	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	6,172	1,935	1,935	7,088	1,935	1,935	7,088	1,935	1,935	9,023	40,981
Other State Revenue														
8311 State Special Education	-	-	-	-	-	-	-	-	8,346	8,346	8,346	8,346	8,346	41,732
8520 Child Nutrition	-	-	-	96	96	96	96	96	96	96	96	96	96	1,060
8545 School Facilities (SB740)	-	-	-	-	-	-	40,266	-	-	20,133	-	-	20,133	80,532
8550 Mandated Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8560 State Lottery	-	-	-	-	-	-	-	-	-	-	-	-	15,162	15,162
	-	-	-	96	96	96	40,362	96	8,443	8,443	28,576	8,443	43,834	138,486
Other Local Revenue														
8980 Contributions, Unrestricted	-	100,000	-	-	-	-	-	-	-	-	-	-	-	100,000
	-	100,000	-	-	-	-	-	-	-	-	-	-	-	100,000
Total Revenue	-	100,000	-	301,457	14,409	14,409	185,571	14,409	93,247	90,896	102,550	82,417	128,222	1,127,586
Expenses														
Certificated Salaries														
1100 Teachers' Salaries	-	29,545	29,545	29,545	29,545	29,545	29,545	29,545	29,545	29,545	29,545	29,545	-	325,000
1170 Teachers' Substitute Hours	-	886	886	886	886	886	886	886	886	886	886	886	-	9,750
1300 Administrators' Salaries	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	-	80,000
	6,667	37,098	37,098	37,098	37,098	37,098	37,098	37,098	37,098	37,098	37,098	37,098	-	414,750
Classified Salaries														
2400 Clerical and Office Staff Salaries	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	-	45,000
	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	-	45,000
Benefits														
3101 STRS	1,273	7,086	7,086	7,086	7,086	7,086	7,086	7,086	7,086	7,086	7,086	7,086	-	79,217
3202 PERS	979	979	979	979	979	979	979	979	979	979	979	979	-	11,745
3301 OASDI	233	233	233	233	233	233	233	233	233	233	233	233	-	2,790
3311 Medicare	151	592	592	592	592	592	592	592	592	592	592	592	-	6,666
3401 Health and Welfare	4,958	4,958	4,958	4,958	4,958	4,958	4,958	4,958	4,958	4,958	4,958	4,958	-	59,500
3501 State Unemployment	140	140	140	140	140	140	700	560	280	140	140	140	-	2,800
3601 Workers' Compensation	125	490	490	490	490	490	490	490	490	490	490	490	-	5,517
	7,859	14,478	14,478	14,478	14,478	14,478	15,038	14,898	14,618	14,478	14,478	14,478	-	168,236

Capital College and Career Academy

Monthly Cash Flow/Budget FY22-23

Revised 8/30/2021



ADA = 66.50

	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Year-End Accruals	Annual Budget
Books and Supplies														
4100 Textbooks and Core Materials	-	2,000	2,000	2,000	2,000	-	-	-	-	-	-	-	-	8,000
4200 Books and Reference Materials	140	140	140	140	140	-	-	-	-	-	-	-	-	700
4302 School Supplies	833	833	833	833	833	833	833	833	833	833	833	833	-	10,000
4310 Office Expense	321	321	321	321	321	321	321	321	321	321	321	321	-	3,850
4400 Noncapitalized Equipment	24,500	24,500	-	-	-	-	-	-	-	-	-	-	-	49,000
4700 Food Services	-	1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948	1,948	-	21,426
	25,794	29,742	5,242	5,242	5,242	3,102	3,102	3,102	3,102	3,102	3,102	3,102	-	92,976
Subagreement Services														
5102 Special Education	-	-	-	-	-	-	-	-	9,181	9,181	9,181	9,181	9,181	45,905
	-	-	-	-	-	-	-	-	9,181	9,181	9,181	9,181	9,181	45,905
Operations and Housekeeping														
5201 Auto and Travel	-	364	364	364	364	364	364	364	364	364	364	364	-	4,000
5300 Dues & Memberships	58	58	58	58	58	58	58	58	58	58	58	58	-	700
5400 Insurance	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	1,458	-	17,500
5501 Utilities	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	-	24,000
5502 Janitorial Services	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	-	18,000
5900 Communications	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	-	14,400
	6,217	6,580	6,580	6,580	6,580	6,580	6,580	6,580	6,580	6,580	6,580	6,580	-	78,600
Facilities, Repairs and Other Leases														
5601 Rent	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	-	108,000
5603 Equipment Leases	750	750	750	750	750	750	750	750	750	750	750	750	-	9,000
5610 Repairs and Maintenance	500	500	500	500	500	500	500	500	500	500	500	500	-	6,000
	10,250	10,250	10,250	10,250	10,250	10,250	10,250	10,250	10,250	10,250	10,250	10,250	-	123,000
Professional/Consulting Services														
5802 Audit & Taxes	-	-	-	-	-	-	-	-	-	-	-	-	4,000	-
5803 Legal	417	417	417	417	417	417	417	417	417	417	417	417	-	5,000
5804 Professional Development	-	-	2,000	-	-	-	-	-	-	-	-	-	-	2,000
5809 Other taxes and fees	-	-	35	35	35	35	35	35	35	35	35	35	-	350
5810 Payroll Service Fee	29	29	29	29	29	29	29	29	29	29	29	29	-	350
5811 Management Fee	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	-	42,000
5812 District Oversight Fee	-	-	-	-	-	-	3,199	-	-	2,334	-	-	2,948	8,481
5815 Public Relations/Recruitment	-	-	500	500	500	500	500	500	500	500	500	500	-	5,000
	3,946	3,946	6,481	4,481	4,481	4,481	7,680	4,481	4,481	6,815	4,481	8,481	2,948	67,181
Interest														
7438 Interest Expense	7,200	-	-	-	3,400	-	-	-	-	-	-	1,125	-	11,725
	7,200	-	-	-	3,400	-	-	-	-	-	-	1,125	-	11,725
Total Expenses	71,682	105,844	83,879	81,879	85,279	79,739	83,499	80,159	89,061	91,254	88,921	94,046	12,129	1,047,373
Monthly Surplus (Deficit)	(71,682)	(5,844)	(83,879)	219,578	(70,871)	(65,331)	102,072	(65,751)	4,187	(359)	13,629	(11,629)	116,093	80,213

Capital College and Career Academy

Monthly Cash Flow/Budget FY22-23

Revised 8/30/2021



ADA = 66.50	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Year-End Accruals	Annual Budget
Cash Flow Adjustments														
Monthly Surplus (Deficit)	(71,682)	(5,844)	(83,879)	219,578	(70,871)	(65,331)	102,072	(65,751)	4,187	(359)	13,629	(11,629)	116,093	80,213
Cash flows from operating activities														(128,222)
Public Funding Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	(128,222)
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable	-	-	-	-	-	-	-	-	-	-	-	-	-	12,129
Accrued Expenses	7,200	-	-	(7,200)	3,400	-	(3,400)	-	-	-	-	1,125	-	1,125
Cash flows from financing activities	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Factoring	180,000	-	-	-	85,000	-	-	-	-	-	-	-	-	265,000
Payments on Factoring	-	-	-	(180,000)	-	-	(85,000)	-	-	-	-	-	-	(265,000)
Proceeds(Payments) on Debt	-	-	100,000	-	-	-	75,000	-	-	-	-	75,000	-	250,000
Total Change in Cash	115,518	(5,844)	16,121	32,378	17,529	(65,331)	88,672	(65,751)	4,187	(359)	13,629	64,496		
Cash, Beginning of Month	-	115,518	109,673	125,794	158,171	175,701	110,370	199,042	133,292	137,479	137,120	150,749		
Cash, End of Month	115,518	109,673	125,794	158,171	175,701	110,370	199,042	133,292	137,479	137,120	150,749	215,245		

Capital College and Career Academy



Monthly Cash Flow/Forecast FY23-24

Revised 8/30/2021

ADA = 142.50

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)	
Revenues																	
State Aid - Revenue Limit																	
8011 LCFF State Aid	-	35,322	35,322	324,958	63,579	63,579	190,736	63,579	147,341	147,341	147,341	147,341	147,341	1,513,780	680,097	833,683	
8012 Education Protection Account	-	-	-	3,325	-	-	3,325	-	-	14,725	-	-	-	28,500	13,300	15,200	
8096 In Lieu of Property Taxes	-	10,610	21,219	54,374	26,524	26,524	26,524	26,524	46,417	23,208	23,208	23,208	23,208	331,549	154,723	176,826	
	-	45,931	56,541	382,657	90,103	90,103	220,585	90,103	193,758	185,275	170,550	170,550	177,675	1,873,829	848,120	1,025,709	
Federal Revenue																	
8181 Special Education - Entitlement	-	-	-	-	-	-	-	-	-	-	-	-	-	8,750	8,750	-	8,750
8220 Federal Child Nutrition	-	-	2,182	2,182	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	43,641	20,366	23,275	
8290 Title I, Part A - Basic Low Income	-	-	-	9,797	-	-	9,797	-	-	9,797	-	-	-	39,188	18,288	20,900	
8291 Title II, Part A - Teacher Quality	-	-	-	1,247	-	-	1,247	-	-	1,247	-	-	-	4,988	2,328	2,660	
8294 Title V, Part B - PCSG	-	-	-	-	68,471	-	-	17,710	-	-	9,098	-	-	104,377	-	104,377	
8296 Other Federal Revenue	-	-	-	2,500	-	-	2,500	-	-	2,500	-	-	-	10,000	-	10,000	
	-	-	2,182	15,726	72,835	4,364	17,908	22,074	4,364	17,908	13,462	4,364	35,756	210,943	40,981	169,962	
Other State Revenue																	
8311 State Special Education	-	4,471	4,471	8,048	8,048	8,048	8,048	8,048	8,048	8,048	8,048	8,048	8,048	89,426	41,732	47,694	
8520 Child Nutrition	-	-	114	114	227	227	227	227	227	227	227	227	227	2,272	1,060	1,212	
8545 School Facilities (SB740)	-	-	-	-	-	86,284	-	-	-	-	43,142	-	-	172,568	80,532		
8550 Mandated Cost	-	-	-	-	3,260	-	-	-	-	-	-	-	-	3,260	-	3,260	
8560 State Lottery	-	-	-	-	-	8,123	-	-	8,123	-	-	-	-	32,490	15,162	17,328	
	-	4,471	4,585	8,162	8,276	11,536	102,682	8,276	8,276	16,398	51,417	8,276	67,662	300,016	138,486	69,494	
Other Local Revenue																	
8699 School Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000	(100,000)		
Total Revenue																	
	-	50,402	63,308	406,545	171,213	106,003	341,175	120,452	206,398	219,580	235,429	183,189	281,093	2,384,787	1,127,586	1,257,201	
Expenses																	
Certificated Salaries																	
1100 Teachers' Salaries	-	41,727	41,727	41,727	41,727	41,727	41,727	41,727	41,727	41,727	41,727	41,727	-	459,000	325,000	(134,000)	
1170 Teachers' Substitute Hours	-	904	904	904	904	904	904	904	904	904	904	904	-	9,945	9,750	(195)	
1200 Pupil Support Salaries	-	6,491	6,491	6,491	6,491	6,491	6,491	6,491	6,491	6,491	6,491	6,491	-	71,400	-	(71,400)	
1300 Administrators' Salaries	6,800	6,800	6,800	6,800	6,800	6,800	6,800	6,800	6,800	6,800	6,800	6,800	-	81,600	80,000	(1,600)	
	6,800	55,922	55,922	55,922	55,922	55,922	55,922	55,922	55,922	55,922	55,922	55,922	-	621,945	414,750	(207,195)	
Classified Salaries																	
2400 Clerical and Office Staff Salaries	3,825	3,825	3,825	3,825	3,825	3,825	3,825	3,825	3,825	3,825	3,825	3,825	-	45,900	45,000	(900)	
	3,825	3,825	3,825	3,825	3,825	3,825	3,825	3,825	3,825	3,825	3,825	3,825	-	45,900	45,000	(900)	
Benefits																	
3101 STRS	1,909	10,626	10,626	10,626	10,626	10,626	10,626	10,626	10,626	10,626	10,626	10,626	-	118,791	79,217	(39,574)	
3202 PERS	1,037	1,037	1,037	1,037	1,037	1,037	1,037	1,037	1,037	1,037	1,037	1,037	-	12,439	11,745	(694)	
3301 OASDI	237	237	237	237	237	237	237	237	237	237	237	237	-	2,846	2,790	(56)	
3311 Medicare	219	860	860	860	860	860	860	860	860	860	860	860	-	9,684	6,666	(3,017)	
3401 Health and Welfare	7,225	7,225	7,225	7,225	7,225	7,225	7,225	7,225	7,225	7,225	7,225	7,225	-	86,700	59,500	(27,200)	
3501 State Unemployment	193	193	193	193	193	193	963	770	385	193	193	193	-	3,850	2,800	(1,050)	
3601 Workers' Compensation	182	712	712	712	712	712	712	712	712	712	712	712	-	8,014	5,517	(2,497)	
	11,002	20,889	20,889	20,889	20,889	20,889	21,659	21,467	21,082	20,889</							

Capital College and Career Academy



Monthly Cash Flow/Forecast FY23-24

Revised 8/30/2021

ADA = 142.50

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)	
Books and Supplies																	
4100 Textbooks and Core Curricula Mat	-	4,000	4,000	4,000	4,000	-	-	-	-	-	-	-	-	16,000	8,000	(8,000)	
4200 Books and Other Reference Mater	306	306	306	306	306	-	-	-	-	-	-	-	-	1,530	700	(830)	
4302 School Supplies	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	1,821	-	21,857	10,000	(11,857)	
4310 Office Expense	701	701	701	701	701	701	701	701	701	701	701	701	-	8,415	3,850	(4,565)	
4400 Noncapitalized Equipment	25,738	25,738	-	-	-	-	-	-	-	-	-	-	-	51,475	49,000	(2,475)	
4700 Food Services	-	4,257	4,257	4,257	4,257	4,257	4,257	4,257	4,257	4,257	4,257	4,257	-	46,831	21,426	(25,405)	
	28,566	36,824	11,086	11,086	11,086	6,780	6,780	6,780	6,780	6,780	6,780	6,780	-	146,108	92,976	(53,132)	
Subagreement Services																	
5102 Special Education	-	5,400	5,400	9,719	9,719	9,719	9,719	9,719	9,719	9,719	9,719	9,719	9,719	107,993	45,905	(62,088)	
	-	5,400	5,400	9,719	9,719	9,719	9,719	9,719	9,719	9,719	9,719	9,719	9,719	107,993	45,905	(62,088)	
Operations and Housekeeping																	
5201 Auto and Travel	-	371	371	371	371	371	371	371	371	371	371	371	-	4,080	4,000	(80)	
5300 Dues & Memberships	128	128	128	128	128	128	128	128	128	128	128	128	-	1,530	700	(830)	
5400 Insurance	3,188	3,188	3,188	3,188	3,188	3,188	3,188	3,188	3,188	3,188	3,188	3,188	-	38,250	17,500	(20,750)	
5501 Utilities	4,371	4,371	4,371	4,371	4,371	4,371	4,371	4,371	4,371	4,371	4,371	4,371	-	52,457	24,000	(28,457)	
5502 Janitorial Services	3,279	3,279	3,279	3,279	3,279	3,279	3,279	3,279	3,279	3,279	3,279	3,279	-	39,343	18,000	(21,343)	
5900 Communications	2,623	2,623	2,623	2,623	2,623	2,623	2,623	2,623	2,623	2,623	2,623	2,623	-	31,474	14,400	(17,074)	
	13,588	13,959	13,959	13,959	13,959	13,959	13,959	13,959	13,959	13,959	13,959	13,959	-	167,134	78,600	(88,534)	
Facilities, Repairs and Other Leases																	
5601 Rent	24,750	24,750	24,750	24,750	24,750	24,750	24,750	24,750	24,750	24,750	24,750	24,750	-	297,000	108,000	(189,000)	
5603 Equipment Leases	1,639	1,639	1,639	1,639	1,639	1,639	1,639	1,639	1,639	1,639	1,639	1,639	-	19,671	9,000	(10,671)	
5610 Repairs and Maintenance	1,093	1,093	1,093	1,093	1,093	1,093	1,093	1,093	1,093	1,093	1,093	1,093	-	13,114	6,000	(7,114)	
	27,482	27,482	27,482	27,482	27,482	27,482	27,482	27,482	27,482	27,482	27,482	27,482	-	329,786	123,000	(206,786)	
Professional/Consulting Services																	
5802 Audit & Taxes	-	-	-	-	-	-	-	-	-	-	-	-	12,000	-	12,000	4,000	(8,000)
5803 Legal	425	425	425	425	425	425	425	425	425	425	425	425	-	5,100	5,000	(100)	
5804 Professional Development	-	-	4,000	-	-	-	-	-	-	-	-	-	-	4,000	2,000	(2,000)	
5809 Other taxes and fees	-	-	36	36	36	36	36	36	36	36	36	36	-	357	350	(7)	
5810 Payroll Service Fee	64	64	64	64	64	64	64	64	64	64	64	64	-	765	350	(415)	
5811 Management Fee	3,975	3,975	3,975	3,975	3,975	3,975	3,975	3,975	3,975	3,975	3,975	3,975	-	47,696	42,000	(5,696)	
5812 District Oversight Fee	-	-	-	1,025	-	-	5,629	-	-	5,044	-	-	7,040	18,738	8,481	(10,257)	
5815 Public Relations/Recruitment	-	-	510	510	510	510	510	510	510	510	510	510	-	5,100	5,000	(100)	
	4,463	4,463	9,009	6,034	5,009	5,009	10,638	5,009	5,009	10,054	5,009	17,009	7,040	93,756	67,181	(26,575)	
Interest																	
7438 Interest Expense	8,000	-	-	-	200	191	182	174	165	-	-	-	-	8,911	11,725	2,814	
	8,000	-	-	-	200	191	182	174	165	-	-	-	-	8,911	11,725	2,814	
Total Expenses	103,726	168,764	147,572	148,917	148,092	143,777	150,167	144,337	143,943	148,630	143,586	155,586	16,760	1,763,858	1,047,373	(716,485)	
Monthly Surplus (Deficit)	(103,726)	(118,362)	(84,265)	257,628	23,122	(37,774)	191,008	(23,885)	62,454	70,950	91,843	27,603	264,333	620,929	80,213	540,716	

Capital College and Career Academy



Monthly Cash Flow/Forecast FY23-24

Revised 8/30/2021

ADA = 142.50

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
Cash Flow Adjustments																
Monthly Surplus (Deficit)	(103,726)	(118,362)	(84,265)	257,628	23,122	(37,774)	191,008	(23,885)	62,454	70,950	91,843	27,603	264,333	620,929		
Cash flows from operating activities																
Public Funding Receivables	75,365	-	-	-	-	-	52,857	-	-	-	-	-	(281,093)	(152,871)		
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Accounts Payable	(12,129)	-	-	-	-	-	-	-	-	-	-	-	16,760	4,631		
Accrued Expenses	8,000	-	-	(9,125)	-	-	-	-	-	-	-	-	-	(1,125)	-	
Cash flows from financing activities																
Proceeds from Factoring	200,000	-	-	-	-	-	-	-	-	-	-	-	-	200,000		
Payments on Factoring	-	-	-	(200,000)	-	-	-	-	-	-	-	-	-	(200,000)	-	
Proceeds(Payments) on Debt	-	-	-	(10,417)	(10,417)	(10,417)	(10,417)	(10,417)	(10,417)	(10,417)	(10,417)	-	-	(62,500)	-	
Total Change in Cash	167,509	(118,362)	(84,265)	38,086	12,705	(48,191)	233,448	(34,302)	52,038	70,950	91,843	27,603				
Cash, Beginning of Month	215,245	382,755	264,393	180,128	218,215	230,920	182,729	416,177	381,876	433,913	504,863	596,706				
Cash, End of Month	382,755	264,393	180,128	218,215	230,920	182,729	416,177	381,876	433,913	504,863	596,706	624,310				

Capital College and Career Academy



Monthly Cash Flow/Forecast FY24-25

Revised 8/30/2021

ADA = 228.00

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)	
Revenues																	
State Aid - Revenue Limit																	
8011 LCFF State Aid	-	79,013	79,013	415,082	142,224	142,224	274,966	142,224	250,735	250,735	250,735	250,735	250,735	2,528,419	1,513,780	1,014,639	
8012 Education Protection Account	-	-	-	3,325	-	-	3,325	-	-	14,725	-	-	24,225	45,600	28,500	17,100	
8096 In Lieu of Property Taxes	-	22,545	45,091	70,288	42,438	42,438	42,438	42,438	74,267	37,133	37,133	37,133	37,133	530,478	331,549	198,929	
	-	101,558	124,104	488,696	184,662	184,662	320,729	184,662	325,002	302,593	287,868	287,868	312,093	3,104,497	1,873,829	1,230,669	
Federal Revenue																	
8181 Special Education - Entitlement	-	-	-	-	-	-	-	-	-	-	-	-	-	18,750	18,750	8,750	10,000
8220 Federal Child Nutrition	-	-	3,491	3,491	6,983	6,983	6,983	6,983	6,983	6,983	6,983	6,983	6,983	69,825	43,641	26,184	
8290 Title I, Part A - Basic Low Income	-	-	-	15,675	-	-	15,675	-	-	15,675	-	-	15,675	62,700	39,188	23,513	
8291 Title II, Part A - Teacher Quality	-	-	-	1,995	-	-	1,995	-	-	1,995	-	-	1,995	7,980	4,988	2,993	
8294 Title V, Part B - PCSG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	104,377	(104,377)	
8296 Other Federal Revenue	-	-	-	2,500	-	-	2,500	-	-	2,500	-	-	2,500	10,000	10,000	-	
	-	-	3,491	23,661	6,983	6,983	27,153	6,983	6,983	27,153	6,983	6,983	45,903	169,255	210,943	(41,688)	
Other State Revenue																	
8311 State Special Education	-	7,154	7,154	12,877	12,877	12,877	12,877	12,877	12,877	12,877	12,877	12,877	12,877	143,081	89,426	53,655	
8520 Child Nutrition	-	-	182	182	364	364	364	364	364	364	364	364	364	3,635	2,272	1,363	
8545 School Facilities (SB740)	-	-	-	-	-	-	116,944	-	-	-	58,472	-	58,472	233,888	172,568		
8550 Mandated Cost	-	-	-	-	-	3,260	-	-	-	-	-	-	-	6,987	3,260	3,726	
8560 State Lottery	-	-	-	-	-	-	12,996	-	-	12,996	-	-	25,992	51,984	32,490	19,494	
	-	7,154	7,336	13,059	13,241	16,501	143,181	13,241	13,241	26,237	71,713	13,241	101,431	439,574	300,016	78,239	
Other Local Revenue																	
8699 School Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	-	108,712	134,931	525,416	204,885	208,146	491,062	204,885	345,225	355,983	366,564	308,092	459,427	3,713,327	2,384,787	1,328,540	
Expenses																	
Certificated Salaries																	
1100 Teachers' Salaries	-	67,153	67,153	67,153	67,153	67,153	67,153	67,153	67,153	67,153	67,153	67,153	-	738,684	459,000	(279,684)	
1170 Teachers' Substitute Hours	-	922	922	922	922	922	922	922	922	922	922	922	-	10,144	9,945	(199)	
1200 Pupil Support Salaries	-	6,621	6,621	6,621	6,621	6,621	6,621	6,621	6,621	6,621	6,621	6,621	-	72,828	71,400	(1,428)	
1300 Administrators' Salaries	13,103	13,103	13,103	13,103	13,103	13,103	13,103	13,103	13,103	13,103	13,103	13,103	-	157,232	81,600	(75,632)	
	13,103	87,799	87,799	87,799	87,799	87,799	87,799	87,799	87,799	87,799	87,799	87,799	-	978,888	621,945	(356,943)	
Classified Salaries																	
2400 Clerical and Office Staff Salaries	3,902	3,902	3,902	3,902	3,902	3,902	3,902	3,902	3,902	3,902	3,902	3,902	-	46,818	45,900	(918)	
	3,902	3,902	3,902	3,902	3,902	3,902	3,902	3,902	3,902	3,902	3,902	3,902	-	46,818	45,900	(918)	
Benefits																	
3101 STRS	3,005	16,724	16,724	16,724	16,724	16,724	16,724	16,724	16,724	16,724	16,724	16,724	-	186,968	118,791	(68,176)	
3202 PERS	1,081	1,081	1,081	1,081	1,081	1,081	1,081	1,081	1,081	1,081	1,081	1,081	-	12,969	12,439	(530)	
3301 OASDI	242	242	242	242	242	242	242	242	242	242	242	242	-	2,903	2,846	(57)	
3311 Medicare	337	1,321	1,321	1,321	1,321	1,321	1,321	1,321	1,321	1,321	1,321	1,321	-	14,873	9,684	(5,189)	
3401 Health and Welfare	11,054	11,054	11,054	11,054	11,054	11,054	11,054	11,054	11,054	11,054	11,054	11,054	-	132,651	86,700	(45,951)	
3501 State Unemployment	280	280	280	280	280	280	1,400	1,120	560	280	280	280	-	5,600	3,850	(1,750)	
3601 Workers' Compensation	279	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	-	12,308	8,014	(4,294)	
	16,278	31,796	31,796	31,796	31,796	31,796	32,916	32,636	32,076	31,796	31,796	31,796	-	368,271	242,324	(125,947)	
Books and Supplies																	
4100 Textbooks and Core Curricula Mat	-	8,000	8,000	8,000	8,000	-	-	-	-	-	-	-	-	32,000	16,000	(16,000)	
4200 Books and Other Reference Mater	499	499	499	4													

Capital College and Career Academy



Monthly Cash Flow/Forecast FY24-25

Revised 8/30/2021

ADA = 228.00

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
Subagreement Services																
5102 Special Education	-	8,901	8,901	16,021	16,021	16,021	16,021	16,021	16,021	16,021	16,021	16,021	16,021	178,014	107,993	(70,021)
	-	8,901	8,901	16,021	16,021	16,021	16,021	16,021	16,021	16,021	16,021	16,021	16,021	178,014	107,993	(70,021)
Operations and Housekeeping																
5201 Auto and Travel	-	378	378	378	378	378	378	378	378	378	378	378	378	4,162	4,080	(82)
5300 Dues & Memberships	208	208	208	208	208	208	208	208	208	208	208	208	208	2,497	1,530	(967)
5400 Insurance	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	39,015	38,250	(765)
5501 Utilities	4,459	4,459	4,459	4,459	4,459	4,459	4,459	4,459	4,459	4,459	4,459	4,459	4,459	53,506	52,457	(1,049)
5502 Janitorial Services	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	3,344	40,130	39,343	(787)
5900 Communications	2,675	2,675	2,675	2,675	2,675	2,675	2,675	2,675	2,675	2,675	2,675	2,675	2,675	32,104	31,474	(629)
	13,938	14,316	14,316	14,316	14,316	14,316	14,316	14,316	14,316	14,316	14,316	14,316	14,316	171,413	167,134	(4,279)
Facilities, Repairs and Other Leases																
5601 Rent	25,988	25,988	25,988	25,988	25,988	25,988	25,988	25,988	25,988	25,988	25,988	25,988	25,988	311,850	297,000	(14,850)
5603 Equipment Leases	1,672	1,672	1,672	1,672	1,672	1,672	1,672	1,672	1,672	1,672	1,672	1,672	1,672	20,065	19,671	(393)
5610 Repairs and Maintenance	1,784	1,784	1,784	1,784	1,784	1,784	1,784	1,784	1,784	1,784	1,784	1,784	1,784	21,403	13,114	(8,288)
	29,443	29,443	29,443	29,443	29,443	29,443	29,443	29,443	29,443	29,443	29,443	29,443	29,443	353,317	329,786	(23,532)
Professional/Consulting Services																
5802 Audit & Taxes	-	-	-	-	-	-	-	-	-	-	-	-	12,240	12,240	12,000	(240)
5803 Legal	434	434	434	434	434	434	434	434	434	434	434	434	434	5,202	5,100	(102)
5804 Professional Development	-	-	6,528	-	-	-	-	-	-	-	-	-	-	6,528	4,000	(2,528)
5809 Other taxes and fees	-	-	36	36	36	36	36	36	36	36	36	36	36	364	357	(7)
5810 Payroll Service Fee	104	104	104	104	104	104	104	104	104	104	104	104	104	1,248	765	(483)
5811 Management Fee	6,189	6,189	6,189	6,189	6,189	6,189	6,189	6,189	6,189	6,189	6,189	6,189	6,189	74,267	47,696	(26,571)
5812 District Oversight Fee	-	-	-	2,257	-	-	8,580	-	-	8,304	-	-	-	31,045	18,738	(12,307)
5815 Public Relations/Recruitment	-	-	520	520	520	520	520	520	520	520	520	520	520	5,202	5,100	(102)
	6,726	6,726	13,811	9,540	7,283	7,283	15,863	7,283	7,283	15,587	7,283	19,523	11,904	136,096	93,756	(42,340)
Interest																
7438 Interest Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,911	8,911
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,911	8,911
Total Expenses	119,318	233,759	209,531	212,380	210,124	201,624	211,324	202,464	201,904	209,928	201,624	213,864	27,926	2,455,772	1,763,858	(691,914)
Monthly Surplus (Deficit)	(119,318)	(125,047)	(74,600)	313,036	(5,239)	6,521	279,737	2,421	143,321	146,054	164,939	94,227	431,501	1,257,555	620,929	636,626

Capital College and Career Academy



Monthly Cash Flow/Forecast FY24-25

Revised 8/30/2021

ADA = 228.00

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Year-End Accruals	Annual Forecast	Prior Year Forecast	Favorable / (Unfav.)
Cash Flow Adjustments																
Monthly Surplus (Deficit)	(119,318)	(125,047)	(74,600)	313,036	(5,239)	6,521	279,737	2,421	143,321	146,054	164,939	94,227	431,501	1,257,555		
Cash flows from operating activities																
Public Funding Receivables	182,266	43,142	16,245	-	-	-	39,440	-	-	-	-	-	(459,427)	(178,334)		
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Accounts Payable	(16,760)	-	-	-	-	-	-	-	-	-	-	-	27,926	11,166		
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Cash flows from financing activities																
Proceeds from Factoring	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Payments on Factoring	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Proceeds(Payments) on Debt	-	-	-	(10,417)	(10,417)	(10,417)	(10,417)	(10,417)	(10,417)	(10,417)	(10,417)	-	-	(62,500)		
Total Change in Cash	46,188	(81,905)	(58,355)	302,619	(15,655)	(3,895)	308,761	(7,996)	132,904	146,054	164,939	94,227				
Cash, Beginning of Month	624,310	670,497	588,593	530,237	832,856	817,201	813,306	1,122,067	1,114,071	1,246,975	1,393,029	1,557,969				
Cash, End of Month	670,497	588,593	530,237	832,856	817,201	813,306	1,122,067	1,114,071	1,246,975	1,393,029	1,557,969	1,652,196				

Capital College and Career Academy

Multi-Year Forecast

Revised 8/30/2021



	2022-23 Budget	2023-24 Forecast	2024-25 Forecast	2025-26 Forecast	2026-27 Forecast
Assumptions					
LCFF COLA	2.48%	3.11%	3.54%	0.00%	0.00%
Non-LCFF Revenue COLA	n/a	0.00%	0.00%	0.00%	0.00%
Expense COLA	2.00%	2.00%	2.00%	2.00%	2.00%
Enrollment	70.00	150.00	240.00	340.00	370.00
Average Daily Attendance	66.50	142.50	228.00	323.00	351.50
Revenues					
State Aid - Revenue Limit					
8011 LCFF State Aid	\$ 680,097	\$ 1,513,780	\$ 2,528,419	\$ 3,646,525	\$ 3,968,279
8012 Education Protection Account	13,300	28,500	45,600	-	-
8096 In Lieu of Property Taxes	154,723	331,549	530,478	751,511	817,821
	<u>848,120</u>	<u>1,873,829</u>	<u>3,104,497</u>	<u>4,398,037</u>	<u>4,786,100</u>
Federal Revenue					
8181 Special Education - Entitlement	-	8,750	18,750	14,000	12,396
8220 Federal Child Nutrition	20,366	43,641	69,825	98,919	107,647
8290 Title I, Part A - Basic Low Income	18,288	39,188	62,700	88,825	96,663
8291 Title II, Part A - Teacher Quality	2,328	4,988	7,980	11,305	12,303
8294 Title V, Part B - PCSG	-	104,377	-	-	-
8296 Other Federal Revenue	-	10,000	10,000	10,000	10,000
	<u>40,981</u>	<u>210,943</u>	<u>169,255</u>	<u>223,049</u>	<u>239,008</u>
Other State Revenue					
8311 State Special Education	41,732	89,426	143,081	202,698	220,584
8520 Child Nutrition	1,060	2,272	3,635	5,150	5,604
8545 School Facilities (SB740)	80,532	172,568	233,888	245,582	257,861
8550 Mandated Cost	-	3,260	6,987	11,179	15,837
8560 State Lottery	15,162	32,490	51,984	73,644	80,142
	<u>138,486</u>	<u>300,016</u>	<u>439,574</u>	<u>538,253</u>	<u>580,027</u>
Other Local Revenue					
8980 Contributions, Unrestricted	100,000	-	-	-	-
	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue	\$ 1,127,586	\$ 2,384,787	\$ 3,713,327	\$ 5,159,338	\$ 5,605,134
Expenses					
Certificated Salaries					
1100 Teachers' Salaries	325,000	459,000	738,684	891,416	909,244
1170 Teachers' Substitute Hours	9,750	9,945	10,144	10,347	10,554
1200 Pupil Support Salaries	-	71,400	72,828	74,285	75,770
1300 Administrators' Salaries	80,000	81,600	157,232	160,377	163,584
	<u>414,750</u>	<u>621,945</u>	<u>978,888</u>	<u>1,136,424</u>	<u>1,159,152</u>
Classified Salaries					
2400 Clerical and Office Staff Salaries	45,000	45,900	46,818	92,754	94,609
2900 Other Classified Salaries	-	-	-	-	-
	<u>45,000</u>	<u>45,900</u>	<u>46,818</u>	<u>92,754</u>	<u>94,609</u>
Benefits					
3101 STRS	79,217	118,791	186,968	217,057	221,398
3202 PERS	11,745	12,439	12,969	25,693	26,207
3301 OASDI	2,790	2,846	2,903	5,751	5,866
3311 Medicare	6,666	9,684	14,873	17,823	18,180
3401 Health and Welfare	59,500	86,700	132,651	162,365	165,612
3501 State Unemployment	2,800	3,850	5,600	6,650	6,650
3601 Workers' Compensation	5,517	8,014	12,308	14,750	15,045
	<u>168,236</u>	<u>242,324</u>	<u>368,271</u>	<u>450,089</u>	<u>458,957</u>

Capital College and Career Academy

Multi-Year Forecast

Revised 8/30/2021



	2022-23 Budget	2023-24 Forecast	2024-25 Forecast	2025-26 Forecast	2026-27 Forecast
Books and Supplies					
4100 Textbooks and Core Curricula	8,000	16,000	32,000	56,000	72,000
4200 Books and Other Materials	700	1,530	2,497	3,608	4,005
4302 School Supplies	10,000	21,857	35,671	51,544	57,214
4310 Office Expense	3,850	8,415	13,733	19,845	22,027
4400 Noncapitalized Equipment	49,000	51,475	62,625	68,350	28,550
4700 Food Services	21,426	46,831	76,428	110,438	122,586
	92,976	146,108	222,954	309,785	306,383
Subagreement Services					
5102 Special Education	45,905	107,993	178,014	238,368	256,277
	45,905	107,993	178,014	238,368	256,277
Operations and Housekeeping					
5201 Auto and Travel	4,000	4,080	4,162	4,245	4,330
5300 Dues & Memberships	700	1,530	2,497	3,608	4,005
5400 Insurance	17,500	38,250	39,015	39,795	40,591
5501 Utilities	24,000	52,457	53,506	54,576	55,668
5502 Janitorial Services	18,000	39,343	40,130	40,932	41,751
5900 Communications	14,400	31,474	32,104	32,746	33,401
	78,600	167,134	171,413	175,903	179,746
Facilities, Repairs and Other Leases					
5601 Rent	108,000	297,000	311,850	327,443	343,815
5603 Equipment Leases	9,000	19,671	20,065	20,466	20,875
5610 Repairs and Maintenance	6,000	13,114	21,403	21,831	22,267
	123,000	329,786	353,317	369,739	386,957
Professional/Consulting Services					
5802 Audit & Taxes	4,000	12,000	12,240	12,485	12,734
5803 Legal	5,000	5,100	5,202	5,306	5,412
5804 Professional Development	2,000	4,000	6,528	9,433	10,471
5809 Other taxes and fees	350	357	364	371	379
5810 Payroll Service Fee	350	765	1,248	1,804	2,002
5811 Management Fee	42,000	47,696	74,267	103,187	112,103
5812 District Oversight Fee	8,481	18,738	31,045	43,980	47,861
5815 Public Relations/Recruitment	5,000	5,100	5,202	5,306	5,412
	67,181	93,756	136,096	181,872	196,374
Interest					
7438 Interest Expense	11,725	8,911	-	-	-
	11,725	8,911	-	-	-
Total Expenses	\$ 1,047,373	\$ 1,763,858	\$ 2,455,772	\$ 2,954,935	\$ 3,038,457
Surplus (Deficit)	\$ 80,213	\$ 620,929	\$ 1,257,555	\$ 2,204,403	\$ 2,566,678
Fund Balance, Beginning of Year	\$ -	\$ 80,213	\$ 701,143	\$ 1,958,697	\$ 4,163,101
Fund Balance, End of Year	\$ 80,213	\$ 701,143	\$ 1,958,697	\$ 4,163,101	\$ 6,729,779
	7.7%	39.8%	79.8%	140.9%	221.5%

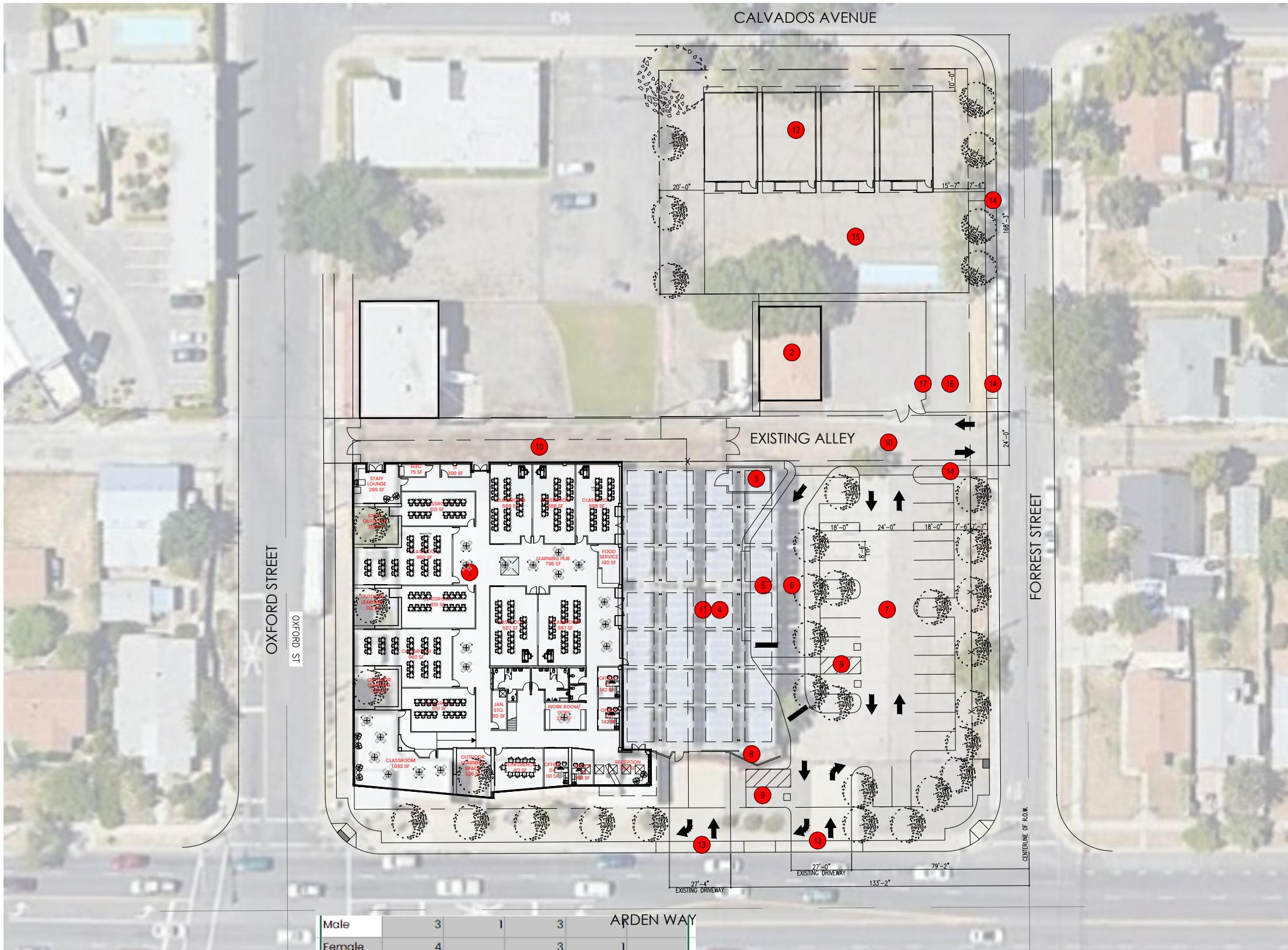
Capital College and Career Academy

Multi-Year Forecast

Revised 8/30/2021



	2022-23 Budget	2023-24 Forecast	2024-25 Forecast	2025-26 Forecast	2026-27 Forecast
Cash Flow Adjustments					
Surplus (Deficit)	80,213	620,929	1,257,555	2,204,403	2,566,678
Cash Flows From Operating Activities					
Public Funding Receivables	(128,222)	(152,871)	(178,334)	(90,483)	(48,420)
Accounts Payable	12,129	4,631	11,166	(2,524)	1,948
Cash Flows From Financing Activities				-	-
Proceeds from Factoring	265,000	200,000	-	-	-
Payments on Factoring	(265,000)	(200,000)	-	-	-
Proceeds(Payments) on Debt	250,000	(62,500)	(62,500)	(62,500)	(62,500)
Total Change in Cash	215,245	409,064	1,027,887	2,048,896	2,457,705
Cash, Beginning of Year	-	215,245	624,310	1,652,196	3,701,092
Cash, End of Year	\$ 215,245	\$ 624,310	\$ 1,652,196	\$ 3,701,092	\$ 6,158,797



CAPCCA PRO BONO SERVICE

CONCEPTUAL SITE PLAN



**STUDIO W
ARCHITECTS**

Petition Supplemental Materials

501 ARDEN WAY
SACRAMENTO, CA 95815

STUDIO W ARCHITECTS

980 9th St., Suite 2050 Sacramento, CA 95814

916.254.5600 | www.studiow-architects.com

LEGEND

1. Existing Building
2. Existing Pump Station/Building
3. Existing trash enclosure
4. Existing solar canopies
5. Proposed student drop-off area
6. Proposed Escape Lane
7. Proposed Parking area
8. Existing Corten Steel Gate
9. ADA parking
10. Existing alley
11. Outdoor learning area
12. Modular/Portable classroom building (4 units @ 960 SF ea.)
13. Existing Driveway/curb cuts
14. Pedestrian Access (accessible grades)
15. Proposed Outdoor Learning Area (repaired asphalt paving)
16. Existing drive aisle at City water pumping station (no through access for vehicles)
17. Existing fence at Pump Station

NOTES

- Perimeter fencing to be determined
- 24 parking stalls provided



SCALE: 1" = 50'-0"

0 50' 100'

08/30/2021

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