



## Agenda

### **Ipakanni Early College Charter School Regular Board Meeting**

**Ipakanni Early College Charter**

**1459 Downer Street, Oroville, CA 95966**

**Board Meeting Monday, August 25 2025 @ 5:30 pm**

#### **I. OPENING BUSINESS**

- A. Call meeting to order- Time \_\_\_\_\_
- B. Record Attendance and Guest
  - a. Glenda Nelson-President Present\_\_\_ Absent\_\_\_
  - b. Nicolette Anderson-Vice President Present\_\_\_ Absent\_\_\_
  - c. Sonja Mix-Baltazar - Treasurer Present\_\_\_ Absent\_\_\_
  - d. Dawn Blackhorse- Secretary Present\_\_\_ Absent\_\_\_
  - e. Irene Santosfelver, Board Member Present\_\_\_ Absent\_\_\_
  - f. Open
  - g. Walter Gramps, Director Present\_\_\_ Absent\_\_\_
  - h. Billy Bowers, School Site Supervisor Present\_\_\_ Absent\_\_\_
- C. Adopt Agenda
- D. Closed Session Topics of Discussion (Please refer to the list of items identified in Agenda Section III, below.)
- E. Public Comment on Closed Session
- F. Adjourn to Closed Session

#### **II. PUBLIC COMMENT PERIOD RE CLOSED SESSION ITEMS**

General public comment on any closed session item that will be heard. The Board may limit comments to no more than 20 minutes pursuant to Board policy.

#### **III. CLOSED SESSION**

#### **IV. RECONVENE IN OPEN SESSION**

Adjourn Closed Session and Reconvene to Open Session  
Report Action Taken in Closed Session

V. PUBLIC COMMENT

Recognition of Individuals who wish to speak on non-agenda items

The President will invite anyone in the audience wishing to address the Board on a matter not listed on the agenda to stand and wait to be recognized, state your name and address for the record, and make your presentation. Presentations will be limited to five (5) minutes per person and twenty (20) minutes per subject. The Board is prohibited by State law from taking action on any item presented, if it is not listed on the agenda, except under special circumstances as defined by the Government Code.

Recognition of Individuals who wish to speak on agenda items

The President will invite anyone in the audience wishing to address the Board on a matter that is on the agenda to stand and wait to be recognized, state your name, and the item number of the agenda item on which you wish to speak. When that item comes up on the agenda you will be asked to stand, state your name and address for the record, and make your presentation. Under Government Code Section 54954.3, the time allotted for presentations will be limited.

VI. Consent Agenda  
(Recommended Approval)

- A. Warrants June 2025
- B. Warrants July 2025

VII. Action Items

7.01 Approve 24-25 Unaudited Actuals

7.02 Approve Fraud Awareness and Reporting Policy

7.03 Approve Fiscal Policies and Procedures Handbook

7.04 Approve Certificated Staff

- a. Madison Johansen                      Stacey Gramps
- FTE 1.0 Step VII                      FTE 1.0 Step X
- Multiple Subject                      Multiple Subject

7.05 Approve ELOP Extra Duty Stipends

KrisAnthony Avina, Madison Johansen, Stephanie Herrera, Stacey Gramps

7.06 Approve 4.03(B) Plan

7.07 Approve EPA Final Expenditure 24-25

VIII. Discussion/Informational Items

## IX. Reports

### 9.01 Director's Report

### 9.02 Board Member Reports/Concerns

## X. Items for Next Agenda

## XI. Adjournment

This legislative body conducts business under the meeting requirements of the Ralph M. Brown Act.

### **MEETING AGENDA & RELATED MATERIALS**

Agendas for regular board meetings as defined by the Brown Act will be posted at the meeting site and the legislative body's website, if applicable, 72 hours prior to the start of the meeting. Agendas for special meetings as defined by the Brown Act will be posted at the meeting site and the legislative body's website, [www.ipakanni.com](http://www.ipakanni.com), if applicable, 24 hours prior to the start of the meeting. Materials relating to an agenda topic that is a matter of public record in open session, will be made available for public inspection 72 hours prior to the start of the meeting, or, alternatively, when the materials are distributed to at least a majority of board members.

### **THE ORDER OF BUSINESS MAY BE CHANGED WITHOUT NOTICE**

Notice is hereby given that the order of consideration of matters on this agenda may be changed without prior notice.

### **REASONABLE LIMITATIONS MAY BE PLACED ON PUBLIC TESTIMONY**

If you desire to address the Board on a matter that is on the agenda, you will be asked to stand, or to raise your hand until recognized by the chairperson. Presentations will be limited to three (3) minutes, with a maximum of twenty (20) minutes, on each subject matter. All individuals are expected to respect the rights and privacy of others.

### **SPECIAL PRESENTATIONS MAY BE MADE**

Notice is hereby given that; consistent with the requirements of the Bagley-Keene Open Meeting Act, special presentations not mentioned in the agenda may be made at this meeting. However, any such presentation will be for information only.

### **REASONABLE ACCOMMODATION WILL BE PROVIDED FOR ANY INDIVIDUAL WITH A DISABILITY**

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in these meetings, please contact the Administrator's office (530) 532-1165. Notification 48 hours prior to the meeting will enable the district to make reasonable accommodations to ensure accessibility to these meetings.

# Ipakanni

## Check Register

For the period ended June 30, 2025

| Check/Voucher No.           | Vendor                       | Check Date | Amount Applied      |
|-----------------------------|------------------------------|------------|---------------------|
| 10101                       | Charter Impact               | 6/6/2025   | \$ 6,490.00         |
| 10102                       | E-Rate Advisors, Inc         | 6/6/2025   | 1,750.00            |
| 10103                       | Horton McNulty & Saeteurn    | 6/6/2025   | 15,550.00           |
| 10104                       | Walters Gramps               | 6/6/2025   | 251.88              |
| 10105                       | 3P Learning Inc              | 6/12/2025  | 360.00              |
| 10106                       | California Charter Schools A | 6/20/2025  | 1,008.00            |
| 10107                       | WASC                         | 6/20/2025  | 69.30               |
| 10108                       | HP Downer Annex, LLC         | 6/26/2025  | 4,500.00            |
| 10109                       | WASC                         | 6/26/2025  | 500.00              |
| ACH                         | Top Notch Landscape Mana     | 6/4/2025   | 135.00              |
| ACH                         | PG&E                         | 6/10/2025  | 1,157.36            |
| ACH                         | Cal Water                    | 6/13/2025  | 53.89               |
| ACH                         | Comcast                      | 6/17/2025  | 400.04              |
| ACH                         | EverBank, N.A.               | 6/23/2025  | 147.13              |
| ACH                         | Recology Butte Colusa Coun   | 6/23/2025  | 393.21              |
| ACH                         | Blue Shield of California    | 6/25/2025  | 2,402.41            |
| Total Disbursements in June |                              |            | <u>\$ 35,168.22</u> |

VIA

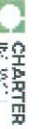


| Revenues                  |                                    |       |        |        |         |         |        |        |        |        |         |
|---------------------------|------------------------------------|-------|--------|--------|---------|---------|--------|--------|--------|--------|---------|
| State Aid - Revenue Limit |                                    |       |        |        |         |         |        |        |        |        |         |
| 8011                      | LCFF State Aid                     | -     | 26,754 | 26,754 | 48,158  | 48,158  | 48,158 | 48,158 | 48,158 | 48,158 | 48,158  |
| 8012                      | Education Protection Account       | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| 8096                      | In Lieu of Property Taxes          | -     | 5,041  | -      | 29,538  | 16,804  | 6,721  | 6,721  | 6,721  | 6,721  | 6,721   |
| Federal Revenue           |                                    |       |        |        |         |         |        |        |        |        |         |
| 8181                      | Special Education - Entitlement    | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| 8290                      | Title I, Part A - Basic Low Income | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| 8291                      | Title II, Part A - Teacher Quality | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| 8293                      | Title III - Limited English        | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| 8294                      | Title V, Part 8                    | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| 8295                      | Charter Facility Incentive Grant   | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| 8296                      | Other Federal Revenue              | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| 8299                      | Prior Year Federal Revenue         | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| Other State Revenue       |                                    |       |        |        |         |         |        |        |        |        |         |
| 8311                      | State Special Education            | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| 8345                      | School Facilities (S9740)          | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| 8550                      | Mandated Cost                      | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| 8560                      | State Lottery                      | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| 8598                      | Prior Year Revenue                 | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| 8599                      | Other State Revenue                | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| Other Local Revenue       |                                    |       |        |        |         |         |        |        |        |        |         |
| 8609                      | Other Revenue (E-Rate)             | -     | -      | -      | -       | -       | -      | -      | -      | -      | -       |
| Total Revenue             |                                    |       |        |        |         |         |        |        |        |        |         |
|                           |                                    | 4,000 | 32,016 | 26,975 | 111,059 | 110,802 | 88,443 | 88,914 | 53,628 | 79,134 | 121,466 |

| Expenses                             |                                     |   |        |        |          |        |        |        |        |        |        |
|--------------------------------------|-------------------------------------|---|--------|--------|----------|--------|--------|--------|--------|--------|--------|
| Certified Salaries                   |                                     |   |        |        |          |        |        |        |        |        |        |
| 1100                                 | Teacher's Salaries                  | - | 16,640 | 19,640 | 18,640   | 18,640 | 19,240 | 19,160 | 14,335 | 10,580 | 16,520 |
| 1175                                 | Teacher's Extra Duty/Supends        | - | 3,000  | -      | -        | -      | -      | -      | -      | -      | -      |
| 1300                                 | Administrators' Salaries            | - | 14,996 | 14,996 | 14,996   | 14,996 | 15,296 | 15,169 | 11,977 | 7,585  | 15,169 |
| 14,996                               |                                     | - | 34,636 | 34,636 | 33,636   | 33,636 | 34,536 | 34,329 | 40,312 | 18,165 | 31,689 |
| Classified Salaries                  |                                     |   |        |        |          |        |        |        |        |        |        |
| 2100                                 | Instructional Salaries              | - | 8,034  | 8,034  | 8,876    | 9,034  | 8,919  | 8,829  | 12,726 | 5,871  | 6,611  |
| 2300                                 | Classified Administrators' Salaries | - | -      | -      | -        | -      | -      | -      | -      | -      | -      |
| Benefits                             |                                     |   |        |        |          |        |        |        |        |        |        |
| 3101                                 | STPS                                | - | 8,034  | 8,034  | 8,876    | 9,034  | 8,919  | 8,829  | 12,726 | 5,871  | 6,611  |
| 3102                                 | FERS                                | - | 1,505  | 1,556  | 1,505    | 1,505  | 1,505  | 1,547  | 2,933  | 774    | 1,347  |
| 3202                                 | OSGO                                | - | 1,500  | 1,500  | 1,500    | 1,500  | 1,500  | 1,547  | 1,547  | 1,547  | 1,547  |
| 3301                                 | OSGO                                | - | 842    | 842    | 894      | 904    | 915    | 902    | 765    | 689    | 916    |
| 3311                                 | Medicare                            | - | 619    | 619    | 619      | 619    | 619    | 619    | 619    | 619    | 619    |
| 3401                                 | Health and Welfare                  | - | 2,358  | 4,845  | 3,901    | 3,901  | 3,901  | 3,901  | 3,901  | 3,901  | 3,901  |
| 3501                                 | State Unemployment                  | - | -      | -      | -        | -      | -      | -      | -      | -      | -      |
| 3601                                 | Workers' Compensation               | - | -      | -      | -        | -      | -      | -      | -      | -      | -      |
| Books and Supplies                   |                                     |   |        |        |          |        |        |        |        |        |        |
| 4100                                 | Textbooks and Core Curricula        | - | 11,475 | 11,475 | 13,362   | 14,880 | 13,180 | 13,224 | 14,092 | 17,515 | 9,488  |
| 4200                                 | Books and Other Materials           | - | -      | -      | -        | -      | -      | -      | -      | -      | -      |
| 4302                                 | Software                            | - | 2,772  | 982    | 1,709    | 1,604  | 551    | 1,617  | 774    | 572    | 356    |
| 4305                                 | Software                            | - | 19,720 | 2,837  | (15,588) | 3,636  | 1,910  | 1,910  | 616    | 616    | 360    |
| 4310                                 | Office Expense                      | - | 178    | 435    | 539      | 455    | 498    | 22     | 71     | 151    | 240    |
| 4700                                 | Food Services                       | - | -      | -      | -        | -      | -      | -      | -      | -      | -      |
| Subsegment Services                  |                                     |   |        |        |          |        |        |        |        |        |        |
| 5101                                 | Nursing                             | - | 1,648  | 1,648  | 1,648    | 1,648  | 1,648  | 1,648  | 1,648  | 1,648  | 1,648  |
| 5102                                 | Special Education                   | - | 40,643 | -      | 40,643   | -      | 40,643 | 40,643 | -      | -      | -      |
| 5105                                 | Security                            | - | 144    | -      | 144      | -      | 144    | -      | -      | -      | -      |
| 5106                                 | Other Educational Consultants       | - | -      | -      | -        | -      | -      | -      | -      | -      | -      |
| Operations and Housekeeping          |                                     |   |        |        |          |        |        |        |        |        |        |
| 5300                                 | Dues & Memberships                  | - | 42,280 | 1,648  | 42,234   | -      | 1,648  | 42,434 | 1,648  | 42,434 | 3,311  |
| 5400                                 | Insurance                           | - | 1,589  | -      | 64       | -      | 1,430  | 100    | 627    | 5,019  | 5,442  |
| 5501                                 | Utilities                           | - | 1,419  | 1,979  | 1,497    | 1,220  | 1,216  | 1,201  | 1,240  | 1,416  | 1,123  |
| 5502                                 | Janitorial Services                 | - | 706    | 211    | 211      | 211    | 393    | 393    | 393    | 393    | 393    |
| 5500                                 | Communications                      | - | 386    | -      | 773      | -      | 801    | 802    | 401    | 2,800  | 400    |
| 5901                                 | Postage and Shipping                | - | -      | -      | 225      | -      | 128    | -      | 27     | 94     | 27     |
| Facilities, Repairs and Other Leases |                                     |   |        |        |          |        |        |        |        |        |        |
| 5601                                 | Rent                                | - | 3,750  | 3,750  | 4,500    | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  |
| 5603                                 | Equipment Leases                    | - | 599    | 346    | 735      | 536    | 146    | 512    | 370    | 475    | 768    |
| 5610                                 | Repairs and Maintenance             | - | 602    | 190    | 417      | 185    | 185    | 602    | 95     | 185    | 557    |
| Professional/Consulting Services     |                                     |   |        |        |          |        |        |        |        |        |        |
| 5801                                 | IT                                  | - | 4,951  | 4,286  | 5,652    | 5,221  | 4,831  | 4,781  | 5,614  | 4,831  | 5,325  |
| 5802                                 | Audit & Taxes                       | - | -      | -      | -        | -      | -      | -      | 5,474  | -      | 2,274  |
| 5803                                 | Legal                               | - | 2,660  | -      | -        | -      | 263    | -      | -      | -      | 15,550 |

| Annual Forecast |           |           |           |           |          |           |           |          |           |           |          |
|-----------------|-----------|-----------|-----------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|
| 484,820         | 751,978   | (267,158) | 173,696   | 166,400   | (7,295)  | 173,696   | 166,400   | (7,295)  | 173,696   | 166,400   | (7,295)  |
| 294,821         | 12,482    | 222,339   | 18,000    | 5,000     | (11,000) | 18,000    | 5,000     | (11,000) | 18,000    | 5,000     | (11,000) |
| 98,978          | 108,097   | (9,119)   | 18,012    | 113,392   | (75,524) | 18,012    | 113,392   | (75,524) | 18,012    | 113,392   | (75,524) |
| 818,429         | 872,556   | (54,127)  | 37,480    | 294,792   | (93,820) | 37,480    | 294,792   | (93,820) | 37,480    | 294,792   | (93,820) |
| 25,965          | 10,048    | (15,913)  | 34,111    | 53,984    | (19,873) | 34,111    | 53,984    | (19,873) | 34,111    | 53,984    | (19,873) |
| 25,965          | 27,660    | (1,695)   | 1,776     | 39,375    | (5,264)  | 1,776     | 39,375    | (5,264)  | 1,776     | 39,375    | (5,264)  |
| 16,032          | 2,224     | (13,808)  | 16,032    | 1,860     | (134)    | 16,032    | 1,860     | (134)    | 16,032    | 1,860     | (134)    |
| 12,165          | 10,000    | (2,165)   | 12,165    | 15,540    | 492      | 12,165    | 15,540    | 492      | 12,165    | 15,540    | 492      |
| 46,939          | 4,000     | (42,939)  | 37,480    | 4,000     | (33,480) | 37,480    | 4,000     | (33,480) | 37,480    | 4,000     | (33,480) |
| 55,526          | 8,250     | (47,276)  | 101,514   | 8,250     | (93,264) | 101,514   | 8,250     | (93,264) | 101,514   | 8,250     | (93,264) |
| 128,430         | 62,172    | (66,258)  | 13,168    | 13,168    | -        | 13,168    | 13,168    | -        | 13,168    | 13,168    | -        |
| 13,168          | -         | 13,168    | 13,168    | -         | 13,168   | 13,168    | -         | 13,168   | 13,168    | -         | 13,168   |
| 1,051,541       | 1,085,607 | (34,066)  | 1,051,541 | 1,085,607 | (34,066) | 1,051,541 | 1,085,607 | (34,066) | 1,051,541 | 1,085,607 | (34,066) |

| ADA = 62.41     |           |         |           |           |          |           |           |          |           |           |          |
|-----------------|-----------|---------|-----------|-----------|----------|-----------|-----------|----------|-----------|-----------|----------|
| Original Budget |           |         |           |           |          |           |           |          |           |           |          |
| Total           |           |         |           |           |          |           |           |          |           |           |          |
| 751,978         | 12,482    | 222,339 | 173,696   | 166,400   | (7,295)  | 173,696   | 166,400   | (7,295)  | 173,696   | 166,400   | (7,295)  |
| 108,097         | 9,809     | 135,289 | 18,012    | 5,000     | (11,000) | 18,012    | 5,000     | (11,000) | 18,012    | 5,000     | (11,000) |
| 872,556         | (54,127)  | (9,119) | 37,480    | 294,792   | (93,820) | 37,480    | 294,792   | (93,820) | 37,480    | 294,792   | (93,820) |
| 10,048          | (15,913)  | 19,873  | 34,111    | 53,984    | (19,873) | 34,111    | 53,984    | (19,873) | 34,111    | 53,984    | (19,873) |
| 27,660          | 1,695     | 13,808  | 39,375    | 5,264     | 134      | 39,375    | 5,264     | 134      | 39,375    | 5,264     | 134      |
| 2,224           | (492)     | 13,808  | 1,860     | (134)     | 492      | 1,860     | (134)     | 492      | 1,860     | (134)     | 492      |
| 10,000          | (4,000)   | (6,000) | 4,000     | (33,480)  | 33,480   | 4,000     | (33,480)  | 33,480   | 4,000     | (33,480)  | 33,480   |
| 8,250           | (8,250)   | -       | 8,250     | -         | -        | 8,250     | -         | -        | 8,250     | -         | -        |
| 46,939          | 46,939    | -       | 37,480    | 4,000     | (33,480) | 37,480    | 4,000     | (33,480) | 37,480    | 4,000     | (33,480) |
| 55,526          | 55,526    | -       | 101,514   | 8,250     | (93,264) | 101,514   | 8,250     | (93,264) | 101,514   | 8,250     | (93,264) |
| 62,172          | 62,172    | -       | 13,168    | 13,168    | -        | 13,168    | 13,168    | -        | 13,168    | 13,168    | -        |
| 13,168          | -         | 13,168  | 13,168    | -         | 13,168   | 13,168    | -         | 13,168   | 13,168    | -         | 13,168   |
| 1,085,607       | 1,085,607 | -       | 1,085,607 | 1,085,607 | -        | 1,085,607 | 1,085,607 | -        | 1,085,607 | 1,085,607 | -        |



|                                      | 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 | Original Budget Total | Favorable / Unfavorable |
|--------------------------------------|-----------|-----------|----------|----------|---------|---------|----------|----------|-----------|---------|----------|----------|-------------------|-----------------|-----------------------|-------------------------|
| 5804 Professional Development        | -         | 144       | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | 144             | 3,600                 | 3,456                   |
| 5805 General Consulting              | -         | -         | 1,000    | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | 4,352           | 2,500                 | (1,852)                 |
| 5806 Special Activities/Field Trips  | 1,500     | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | 1,884           | 4,000                 | 2,116                   |
| 5807 Bank Charges                    | -         | -         | -        | 75       | -       | -       | -        | -        | -         | -       | -        | -        | -                 | 75              | -                     | (75)                    |
| 5809 Other taxes and fees            | 74        | 240       | 80       | 80       | -       | -       | -        | -        | -         | 349     | 35       | -        | -                 | 874             | -                     | (874)                   |
| 5810 Payroll Service Fee             | 354       | 444       | 444      | 480      | 534     | 1,200   | (1,200)  | 655      | 502       | 616     | 712      | 14       | -                 | 6,667           | 75,000                | (6,667)                 |
| 5811 Management Fee                  | 6,150     | 6,230     | 6,325    | 6,173    | 6,220   | 6,220   | 6,230    | 6,230    | 6,230     | 6,250   | 6,320    | 6,320    | -                 | 75,000          | 26,177                | 17,992                  |
| 5812 District Oversight Fee          | -         | 319       | -        | 1,214    | 549     | -       | 645      | 549      | 634       | 373     | 573      | 573      | -                 | 8,184           | 180,000               | 180,000                 |
| 5814 SFED Enrolment                  | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | 1,200           | -                     | (1,200)                 |
| 5815 Public Relations/Recruitment    | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | 124,601         | 319,577               | 194,976                 |
| Depreciation                         | 10,938    | 7,500     | 7,949    | 8,398    | 7,596   | 8,299   | 8,126    | 12,928   | 7,388     | 8,200   | 9,900    | 26,181   | 1,400             | -               | -                     | (3,201)                 |
| 6900 Depreciation Expense            | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | -               | -                     | -                       |
| Interest                             | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | -               | -                     | (3,201)                 |
| Total Expenses                       | 29,637    | 133,081   | 82,804   | 102,200  | 75,537  | 78,409  | 122,137  | 104,153  | 63,573    | 106,523 | 76,544   | 68,341   | 1,400             | 1,054,458       | 1,059,314             | 3,857                   |
| Monthly Surplus (Deficit)            | (35,637)  | (101,065) | (55,829) | 8,739    | 35,265  | 6,035   | (37,223) | (50,526) | 15,561    | 14,943  | 9,993    | 294,066  | (97,280)          | 7,084           | (9,707)               | 16,791                  |
| Cash Flow Adjustments                |           |           |          |          |         |         |          |          |           |         |          |          |                   |                 |                       |                         |
| Monthly Surplus (Deficit)            | (35,637)  | (101,065) | (55,829) | 8,739    | 35,265  | 6,035   | (37,223) | (50,526) | 15,561    | 14,943  | 9,993    | 294,066  | (97,280)          | 7,083           |                       |                         |
| Cash flows from operating activities | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | 3,201           |                       |                         |
| Depreciation/Amortization            | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | 297,624         |                       |                         |
| Public Funding Receivables           | 325,823   | -         | (26,975) | 30,596   | 25,313  | -       | 1,867    | 267      | 267       | 267     | 267      | 267      | -                 | (138,450)       |                       |                         |
| Grants and Contributions Rec-        | (138,308) | -         | -        | -        | -       | -       | 13,646   | (6,442)  | 119,838   | -       | -        | -        | -                 | (225,054)       |                       |                         |
| Due to/from Related Parties          | -         | -         | -        | -        | -       | -       | -        | (142)    | -         | -       | -        | -        | -                 | -               |                       |                         |
| Prepaid Expenses                     | (1,2957)  | (1,887)   | (3,557)  | (15,988) | (7,528) | 4,180   | 2,404    | 2,404    | 16,624    | 265     | (7,753)  | -        | -                 | (13,792)        |                       |                         |
| Other Assets                         | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | -               |                       |                         |
| Accounts Payable                     | 30,490    | (30,550)  | -        | -        | -       | -       | -        | -        | 1,648     | (1,248) | (400)    | 2,083    | -                 | 3,423           |                       |                         |
| Accrued Expenses                     | (122,814) | (554)     | 10,473   | 543      | (205)   | (2,408) | (3,572)  | 100,024  | (142,173) | (1,220) | (11,532) | 19,573   | -                 | (153,865)       |                       |                         |
| Other Liabilities                    | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | -               |                       |                         |
| Deferred Revenue                     | 4,574     | 3,003     | -        | 26,545   | 5,406   | 1,307   | 5,406    | 5,406    | 14,425    | 5,406   | 19,241   | (78,807) | -                 | 11,912          |                       |                         |
| Cash flows from investing activities | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | -               |                       |                         |
| Purchases of Prop. And Equip.        | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | -               |                       |                         |
| Notes Receivable                     | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | -               |                       |                         |
| Cash flows from financing activities | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | -               |                       |                         |
| Proceeds from Factoring              | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | -               |                       |                         |
| Payments on Factoring                | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | -               |                       |                         |
| Proceeds/(Payments) on Debt          | -         | -         | -        | -        | -       | -       | -        | -        | -         | -       | -        | -        | -                 | -               |                       |                         |
| Total Change in Cash                 | 61,171    | (131,053) | (75,888) | 50,454   | 58,151  | 9,214   | (17,472) | (3,867)  | 26,048    | 18,413  | 9,816    | 12,249   | -                 | -               |                       |                         |
| Cash, Beginning of Month             | 378,346   | 439,517   | 308,464  | 232,576  | 283,031 | 341,182 | 350,395  | 332,923  | 329,057   | 355,105 | 373,517  | 383,333  | -                 | -               |                       |                         |
| Cash, End of Month                   | 439,517   | 308,464   | 232,576  | 283,031  | 341,182 | 350,395 | 332,923  | 329,057  | 355,105   | 373,517 | 383,333  | 395,482  | -                 | -               |                       |                         |



## **Fraud Awareness and Reporting Policy**

**Policy Title:** Executive Director Fraud Response Policy

**Effective Date:** 8-25-2025

**Approved By:** Board of Directors

**Applies To:** Executive Director and Senior Management

# **Fraud and Non-Cooperation Policy**

## **1. Purpose**

This policy outlines the steps the Executive Director (ED) or other officer must take upon discovering or suspecting any fraudulent, unethical, or illegal activity within the organization. It also establishes procedures and consequences for Charter School–related personnel or officers who fail to fully cooperate with a legally sanctioned audit or investigation of the school’s finances and operations. The policy ensures timely and appropriate actions to protect the organization’s assets, reputation, compliance, and legal standing.

## **2. Scope**

This policy applies to all Charter School employees, officers, and board members in situations involving suspected or confirmed:

- Fraudulent, unethical, or illegal activity, including but not limited to:
  - Misappropriation of funds or assets
  - Forgery or alteration of documents

- Unauthorized disclosure of confidential information
  - Financial statement fraud
  - Bribery, kickbacks, or other forms of corruption
- Non-cooperation with legally sanctioned audits, reviews, or investigations, including but not limited to:
  - Refusing to provide requested documents or information
  - Providing false or misleading information
  - Destroying, concealing, or altering relevant records
  - Interfering with or obstructing investigators or auditors

### 3. Definitions

**Fraud:** Any intentional act or omission designed to deceive others, resulting in the victim suffering a loss and/or the perpetrator achieving a gain.

### 4. Policy Statement

The Executive Director must act promptly and decisively upon discovering or suspecting fraudulent activity or non-cooperation. All suspected or confirmed incidents must be addressed by this policy and applicable laws.

### 5. Procedures

#### 5.1 Immediate Action

Upon discovering or suspecting fraudulent activity or non-cooperation, the Executive Director must:

- Ensure safety and prevent further loss by securing records, systems, and assets involved.
- Refrain from alerting suspects to avoid compromising an investigation.

## **5.2 Notification**

The Executive Director must notify the following parties within 24 hours:

- Board of Directors
- Director (if not already aware)
- Legal Counsel
- Charter Impact

## **5.3 Documentation**

The Executive Director must create a secure, detailed written record of:

- The nature of the suspicion or discovery
- All known facts and individuals involved
- Actions taken to date

## **5.4 Investigation**

- The Executive Director shall coordinate with the Board to initiate an independent investigation.
- The Executive Director must cooperate fully but may not lead the investigation if a potential conflict of interest exists.

## **5.5 Duty to Cooperate**

All personnel and officers shall:

- Fully cooperate with all authorized audits or investigations.
- Provide access to requested documentation or data promptly.
- Respond truthfully and timely to inquiries made by investigators.
- Preserve all relevant records and communications.

## 5.6 Consequences for Non-Cooperation

### a. For Employees:

- **Progressive Discipline:** Up to and including termination, in accordance with the school's Employee Handbook and CA Labor Code.
- **Reporting to Credentialing Agencies:** Conduct may be reported to the California Commission on Teacher Credentialing (CTC) if applicable.
- **Civil or Criminal Liability:** Potential referral for prosecution under:
  - California Penal Code §135 (destruction of evidence)
  - Government Code §6200 (falsifying public records)
  - Education Code §47604.3 (financial and operational transparency)

### b. For Board Members and Officers:

- **Censure or Removal:** By vote of the Governing Board, if authorized in bylaws.
- **Legal Action:** Personal liability may arise if fiduciary duties are breached.
- **Reporting:** Misconduct may be reported to the authorizing entity or Attorney General for further action.

## 5.7 Confidentiality

All information related to suspected fraud or non-cooperation shall be treated as confidential and shared strictly on a need-to-know basis, in compliance with whistleblower protection and privacy laws.

## 5.8 Reporting Outcome

Once the investigation is complete, the Board or designated investigative body shall determine appropriate next steps, including:

- Disciplinary action
- Restitution

- Legal action
- Reporting to law enforcement, as necessary

## **6. Protection Against Retaliation**

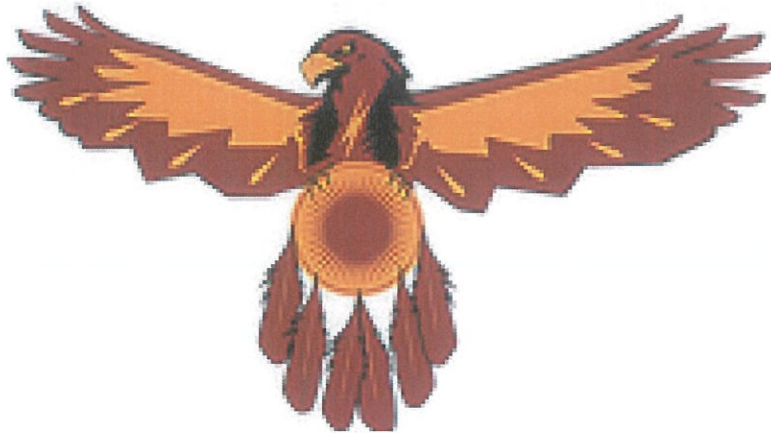
The Executive Director must ensure that employees or stakeholders who report fraud or non-cooperation in good faith are protected from retaliation, as outlined in the organization's Whistleblower Policy.

## **7. Training and Awareness**

The Executive Director is responsible for promoting awareness of this policy and ensuring that senior leadership is trained to recognise and report fraud or non-cooperation.

## **8. Policy Review**

This policy shall be reviewed at least every two years by the Board and updated as needed to ensure compliance with legal and ethical standards.



# Ipakanni Early College Charter School

## Fiscal Policies and Procedures

### **Fiscal Policies and Procedures**

**Policy Title:** Fiscal Policies and Procedures

**Effective Date:** 8-25-2025

**Approved By:** Board of Directors

**Applies To:** Executive Director and Senior Management

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## **Overview and General Business Policies**

The Board of Ipakanni Early College Charter has reviewed and adopted the following policies and procedures to ensure the most effective use of funds in support of the school's mission. These policies are designed to ensure that funds are budgeted, accounted for, expended, and maintained appropriately.

The Board approves financial policies and procedures, delegates administration of the policies and procedures to the Executive Director, and reviews operations and activities regularly.

The Executive Director (Board President) is responsible for all operations and activities related to financial management. However, the Board and Executive Director may appoint someone else to perform these responsibilities.

Financial duties and responsibilities shall be separated so that no one employee has sole control over authorizing transactions, recording financial transactions, and custody of assets.

The School will maintain in effect the following principles in its ongoing fiscal management practices to ensure that:

- Expenditures are authorized by and in accordance with amounts specified in the Board-adopted budget.
- The School's funds are managed and held in a manner that provides a high degree of protection of the School's assets.
- All transactions are recorded and documented appropriately.

---

## **Budget Development, Oversight Calendar, and Responsibilities**

### **January – April**

- Charter Impact works with the Executive Director or designee to review the Governor's proposed state budget and identify the likely range of revenues for the upcoming fiscal year (July 1 – June 30).
- Once revenue estimates are complete, the remainder of the budget is developed, including staffing levels, fixed costs, and discretionary spending.

- A five-year budget projection is developed per the School's established strategic and growth plans.

### **May – June**

- Revenue projections are updated after the Governor's May Revise.
- The budget is finalized, including monthly cash flow projections.
- The Board formally adopts the budget before June 30.
- A copy of the final budget is provided to the charter-granting agency.

### **July – August**

- Charter Impact closes the prior fiscal year, posting all transactions and assembling records for audit.
- The budget is reviewed after adoption of the state Budget Act, and adjustments are made as needed.
- A copy of the revised final budget is provided to the charter-granting agency if applicable.

### **September – December**

- An independent auditor performs the audit of the closed fiscal year and submits the report to the Board.
- The Executive Director addresses any audit exceptions or adverse findings.
- Once approved by the Board, the audit is submitted to the charter-granting agency.
- Monthly, the Executive Director or designee and the Board review actual versus budgeted revenues and expenditures, along with other financial reports presented by Charter Impact.

### **Budget Transfers**

- The Executive Director may transfer up to \$25,000 from one unrestricted budget item to another without prior Board approval, but shall notify the Board of the transfer at the next

regularly scheduled meeting.

---

## **Banking Arrangements**

- The School will maintain accounts at a federally insured commercial bank or credit union.
  - Funds will be deposited into a federally insured checking account.
  - If funds are held outside of the County Treasury, the Board must appoint and approve all individuals authorized to sign checks or warrants.
  - Charter Impact will reconcile the School's ledgers with its bank accounts monthly.
- 

## **Record Keeping**

- Transaction ledgers, duplicate unsigned checks, attendance and entitlement records, payroll records, and other fiscal documents will be maintained securely for at least three years, or longer if required by law.
  - Backup copies of electronic and paper documentation will be regularly prepared and stored securely on-site.
  - Charter Impact will retain electronic records for at least two years; after that, retention becomes the responsibility of the School.
- 

## **Property Inventory**

- The Executive Director or designee shall maintain an inventory of all non-consumable goods and equipment worth over \$20,000.
- Property will be inventoried annually, and missing property reported to the Board.

- Property valued over \$5,000 may only be sold or auctioned with prior Board approval.
  - Theft, loss, damage, or destruction of assets will be reported immediately to Charter Impact.
- 

## **Attendance Accounting**

- The Executive Director or designee shall maintain an appropriate attendance accounting system.
  - ADA (Average Daily Attendance) will be calculated in compliance with the Charter Schools Act and California Administrative Code.
  - Teachers will take daily electronic attendance, and sign attendance monthly.
- 

## **Annual Financial Audit**

- The audit shall be completed, reviewed by the Board, and submitted to required agencies before December 15 each year.
- 

## **Required Budget and Fiscal Reports**

- The Executive Director or designee, in conjunction with Charter Impact, will submit all fiscal reports as required by law or charter terms.
- 

## **Property and Liability Insurance**

- The Executive Director or designee shall ensure appropriate insurance coverage is maintained.

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## **Board Compensation**

- Board members shall serve without compensation.

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## **Fundraising, Grant Solicitation, and Donation Recognition**

- Fundraising or grant solicitation activities over \$100,000 require prior Board approval.
- The Board must approve the receipt of all grants, donations, or fundraising proceeds prior to deposit.

---

## **Contracts**

- The Executive Director or designee may enter into contracts up to \$25,000 without Board approval, provided the contract is within the budget.
- Contracts over \$25,000 require Board approval.
- Written contracts are required for all service providers.
- Potential conflicts of interest must be disclosed, with affected members recusing themselves.

---

## **Purchasing and Vendor Payment**

### **Segregation of Duties**

- All proposed expenditures must be approved by the Executive Director or designee.

- Transactions are recorded in the electronic ledger maintained by Charter Impact.

## **General Purchasing Procedures**

- Purchases over \$25,000 must document competitive pricing.
- The Board must review expenditures through approval of a check register.

## **Purchase Orders**

- All non-recurring purchases requiring a purchase order must be approved by the Executive Director or designee.

## **Payment Authorization**

- All invoices must be reviewed and approved by the Executive Director or designee before submission to Charter Impact.
  - Recurring payments may be authorized within predetermined limits.
- 

## **Accounts Payable Checks**

- The Governing Board approves, in advance, the list of authorized signers.
  - The Executive Director and any Board-authorized employee may sign checks within established limitations.
  - No blank checks may be signed.
  - Checks may not be written to "cash," bearer, or petty cash.
  - Charter Impact prepares checks only upon proper authorization and records all transactions in the ledger.
-

## Check Signing Authority

- The Governing Board shall approve, in advance, the list of authorized signers on the School account.
  - At this time, the Executive Director is the sole authorized check signer. In the absence of multiple signers, the School will maintain the following internal controls:
    - **Pre-Approval of Expenditures:** All expenditures must be supported by Board-adopted budgets and appropriate documentation.
    - **Segregation of Duties:** Charter Impact or the back-office provider will prepare checks. The Executive Director will review supporting documentation before signing.
    - **Board Oversight:** A monthly check register (including check number, payee, date, and amount) will be presented to the Governing Board for review and approval.
    - **Prohibited Practices:** No checks shall be made payable to “cash,” bearer, or petty cash. No blank checks may be signed.
    - **Electronic Payments:** Wire transfers and ACH payments may only be initiated by the Executive Director or designee, with supporting documentation provided to the Board and Charter Impact.
- 

## Payroll

- The Executive Director or designee shall establish and maintain a payroll system to accurately process employee compensation.
- Payroll shall be prepared by Charter Impact based on information submitted by the Executive Director or designee.
- All new hires, terminations, and changes in pay rate must be authorized in writing by the Executive Director.
- Employees will be paid on a semi-monthly basis, in accordance with applicable state and federal laws.

- Deductions will be made as required by law (federal and state withholding, Social Security, Medicare, etc.).
  - Voluntary deductions (such as retirement contributions) may be made with employee authorization.
- 

## **Independent Contractors**

- Independent contractors may be engaged when specialized services are needed that are not provided by existing staff.
  - The Executive Director or designee must approve and sign all contracts with independent contractors within the limits of their authority.
  - Contracts with independent contractors over \$25,000 must be approved by the Governing Board.
  - Independent contractors must provide a completed IRS Form W-9 prior to payment.
  - Charter Impact will issue Form 1099s to contractors as required by law.
- 

## **Travel and Business Expense Reimbursements**

- Employees and Board members shall be reimbursed for reasonable, actual expenses incurred while conducting authorized school business.
- Reimbursable expenses may include transportation, lodging, meals, and registration fees.
- A request for reimbursement must be submitted with original, itemized receipts and a completed expense reimbursement form.
- All reimbursements require approval by the Executive Director or designee.
- Reimbursement requests should be submitted within 30 days of the expense.

- Travel advances may be authorized at the discretion of the Executive Director.
- 

## **Bank Reconciliation**

- Charter Impact shall reconcile all bank accounts on a monthly basis.
  - Reconciliations shall be reviewed by the Executive Director or designee for accuracy and completeness.
  - Any discrepancies shall be reported immediately to the Executive Director and investigated promptly.
  - Reconciliation reports will be included in the monthly financial statements provided to the Governing Board.
- 

## **Financial Reporting**

- Charter Impact, in coordination with the Executive Director or designee, shall prepare accurate financial statements, including:
    - Balance Sheet
    - Statement of Revenues and Expenditures (compared to budget)
    - Cash Flow Statement
    - Check Register
  - These reports shall be provided monthly to the Governing Board for review.
  - Interim financial reports required by law shall be prepared and submitted on a timely basis.
-

## **Credit Card Usage**

- The School may issue credit cards to authorized staff members for business purposes only.
  - Credit card limits shall be set by the Governing Board.
  - All charges must be supported by itemized receipts and approved by the Executive Director or designee.
  - Personal charges on school credit cards are strictly prohibited.
  - Misuse of a school credit card may result in disciplinary action, up to and including termination.
- 

## **Loan Agreements**

- The School shall not enter into loan agreements or lines of credit without prior Governing Board approval.
  - Loan agreements must be reviewed for terms, interest rates, and repayment schedules to ensure financial sustainability.
  - All loan agreements will be recorded in the School's financial records.
- 

## **Capitalization and Depreciation**

- The School will capitalize all property, equipment, and improvements with a cost of \$5,000 or more and a useful life exceeding one year.
  - Depreciation will be recorded using the straight-line method over the asset's estimated useful life.
  - A property ledger will be maintained by the Executive Director or designee.
-

## Records Retention

- Fiscal records shall be retained as follows:
    - **Permanent:** Audit reports, IRS Form 990, tax returns, Board minutes, incorporation documents, and general ledgers.
    - **7 Years:** Payroll records, accounts payable and receivable ledgers, cancelled checks, expense reports.
    - **3 Years:** Bank reconciliations, grant applications, routine correspondence.
  - Records may be destroyed only with written approval from the Executive Director or designee and in compliance with legal requirements.
- 

## Fiscal Year and Closing Procedures

- The School's fiscal year shall run from July 1 to June 30.
- At year-end, Charter Impact shall close the books in accordance with generally accepted accounting principles (GAAP).
- An independent audit shall be conducted annually, and results submitted to the Governing Board, authorizer, and state agencies as required.
- The Executive Director or designee shall ensure all audit recommendations are addressed in a timely manner.

# Expanded Learning Opportunities Program (ELOP) Budget Proposal

**Total Budget:** \$100,000

**Proposal:** Provide monthly stipends to four certificated teachers to run the ELOP program, ensuring high-quality instruction and student growth.

| Item                        | Cost Calculation                | Total    |
|-----------------------------|---------------------------------|----------|
| Teacher Stipends (9 months) | 4 teachers × \$1,500 × 9 months | \$54,000 |
| Benefits (20%)              | \$54,000 × 20%                  | \$10,800 |
| Total Compensation          |                                 | \$64,800 |
| Remaining Budget            | \$100,000 – \$64,800            | \$35,200 |

## Rationale for Using Certificated Teachers

- Academic Growth & Alignment: Certificated staff align ELOP activities with state standards and reinforce core instruction.
- Consistency & Relationships: Students see familiar teachers who know their learning needs, easing transitions.
- Data-Driven Instruction: Teachers use assessment data to target learning gaps during extended learning time.
- Accountability & Quality: Certificated teachers ensure compliance with credentialing requirements and professional expertise.

## Use of Remaining Funds (\$35,200)

- Materials and supplies to support program implementation.
- Summer programs that extend student learning opportunities.

## Summary

This proposal invests **\$64,800** (65% of the total ELOP budget) into teacher stipends and benefits, ensuring a high-quality program led by certificated staff. The remaining **\$35,200** supports materials, supplies, and summer programs—creating a balanced, sustainable model that directly benefits students while aligning with the purpose of ELOP funding.

**PREPARED BY: WALTER GRAMPS, DIRECTOR**

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**SUBJECT: 403(b) VOLUNTARY RETIREMENT PLAN**

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**RECOMMENDED ACTION:** It is recommended that the Governing Board accept staff's recommendation to add a 403(b) Voluntary Retirement Plan to its employee benefit program.

**BACKGROUND:** A 403(b) plan is an employer sponsored employee benefit available to public schools and tax-exempt organizations. This plan, will allow employees to contribute voluntarily into a personal retirement account with either pre-tax or after tax (ROTH) salary withdrawals. Generally all employees are eligible except for contractor, limited hours or student classification.

Employees may elect to contribute a portion of their monthly salary into an annuity or custodial account. The maximum contribution amount is \$23,500 for 2025. The contribution amount may be adjusted annually per Section 403 of the Internal Revenue Service provisions for deferred compensation plans. The benefit to employees is that these contributions are not taxable until the money is received by the employee or is tax free depending on the type of account used.

This plan also allows Employer contributions to be made to an employee's account, either by discretionary or matching contribution. Employer contributions, if made, are approved within the next fiscal budget and are in effect for that next fiscal year. None are contemplated.

This plan has no impact on an employee's eligibility nor contribution rate to existing retirement plans: California State Teachers' Retirement System (CalSTRS) or Public Employees Retirement System (CalPERS).

Plan adoption and administration assistance is being provided by Glen Guglielmina of Personal Portfolios, Inc., in conjunction with 403b Partners. Copies of 403b Partners' Adoption Agreement and Administrative Agreement are attached for your review. Mr. Guglielmina will also provide administrative assistance and will conduct the required educational meetings and training. In addition, he will provide complimentary retirement planning to all staff.

**FISCAL IMPACT:** This program does not impact us financially and is offered as an additional benefit to our employees. No fee is paid Mr. Guglielmina. The cost of the IRS Approved Plan Document of \$300 is paid to 403b Partners. An annual administration fee of \$20 per participant is paid by the participant's Investment Provider. The handling of payroll contributions and contribution audits will be handled by (Type in who handles your payroll here) under the existing terms of that agreement.

Mr. Guglielmina will be compensated through the individual accounts opened, under disclosed fees, which are customary with 403b accounts opened with the vendor(s) selected. Employees will have the option to invest principal protected annuities and/or mutual funds. Annuity or mutual fund companies that do not charge sales or advisor fees are available.

This will be a multi-vendor plan. Participation is voluntary. The Board makes no investment recommendations and bears no responsibilities for the employees' selection of any product or custodial account, and makes no representations to employees about the advisability, appropriateness or tax consequences of any 403(b) account to which contributions are made.

**IPAKANNI EARLY COLLEGE CHARTER SCHOOL  
403(b) TAX DEFERRED COMPENSATION PLAN  
ADOPTION RESOLUTION**

BE IT RESOLVED THAT: Effective August 23, 2025, the Board of Ipakanni Early College Charter, (the "Board"), shall establish a tax deferred compensation plan intended to meet the requirements of Section 403(b) of the Internal Revenue Code, as amended, and the requirements of applicable state and/or local law, and the plan, as adopted by the Board, shall be known as the Ipakanni Early College Charter's 403(b) Plan.

THEREFORE BE IT RESOLOVED THAT:

The Board adopts a 403(b) program under which each participating employee retains all rights to the individual 403(b) account (or accounts), and under which each employee exercises the right of selection of any of the products or investments options made available by the Employer.

The Board makes no investment recommendations and bears no responsibilities for the employees' selection of any product or custodial account, and makes no representations to employees about the advisability, appropriateness or tax consequences of any 403(b) account to which contributions are made.

It is the intention of the Board that the 403(b) Plan will conform to applicable federal and state statutory requirements, and that employee salary reduction contributions to the program will be within eligible limits as set out in IRS regulations.

The Board authorizes Walter Gramps, Director, to act on it behalf with respect to the Plan, and formulation of rules and procedures for the enrollment of employees 403(b) accounts, and development of procedures for the administration of the Plan.

Secretary's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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