



Above: Monument Academy (MA) board Vice President Lindsay Clinton presents a certificate of appreciation to Amanda Peters, a parent, for her event planning and other support for MA's gala fundraiser event: Boot, Scoot & Bid held on April 20 at the Spruce Mountain Ranch. The event raised \$129,000 to support teacher compensation, safety, and security. Photo by Jackie Burhans.

dark blue representing the executive director and support systems such as finance, marketing, facilities, athletics, and operations manager, which is the new title for Jake Dicus, whose title of manager of Development and Mission Engagement was incorrect. The position is responsible for day-to-day operations under the executive director and has no one reporting to it. Human Resources is a change in nomenclature from People Operations, and there is an added position of school culture and assessment coordinator that will be posted. This role will cover all grade levels and help support the principals in behavioral matters through discipline, proactive programs, and family engagement, as well as working with contractor Jennifer Strawbridge in data collection and reporting via dashboards.

Gustafson said they had discussed the feasibility of hiring a finance director but that, given the progress made in the past five months, he was reluctant to turn the work back over. In fact, he said the turnover in finance over the past four to five years had hindered the financial integrity of the school.

Knowing the budget is tight, he will continue to fill in on a part-time basis as a contract employee, with existing staff picking up the day-to-day activities. He plans to grow the capabilities of the finance staff and turn over things like payroll and bank reconciliation so he can focus on big projects like debt financing for the parking lot, refinancing the 2019 bonds, and preparing for the audit. Gustafson said he could build a more sustainable structure for the long term if he stays another year. He confirmed that, for the next six months, he would still be attending Finance Committee and board meetings while working to bring purchasing and payroll back in-house. MA is paying Netchex \$3,600 per month to do payroll, and he hopes to save that money and be in great shape by January 2024.

Board member Emily Belisle asked about the name change to teacher assistant from para; McClelland explained that the term para usually was used for special education. She also clarified that the two women who had shared the registrar position would be full-time employees, each responsible for a separate campus. The position of athletics manager is another nomenclature change as director positions usually have a master's degree or at least a principal's license. She said she was working with Michael Svendsen on an alternative administrative degree. She also confirmed that MA's Director of Academics, Tina Leone, is still part-time and would be assisted by the person they hire in the new instructional coach role.

Finally, Belisle asked to understand the Special Education (SPED) department and why the positions of school psychologist, social worker, and counselor were necessary. McClelland said that she had reviewed MA's charter contract with the district and was surprised to see it was on a fully insured model where every employee would be approved or provided by the school district. This is not how things work now, she said, and she would be seeking an amendment to the charter contract to better define roles and revenue related to SPED. Once she has that, she will be better able to walk through it with the board, but in the meantime,

these roles are placeholders in the organization chart.

Board member Joe Bukowski asked about budgeting for school resource officers (SROs) and the collectability of instructional fees. McClelland explained that a second SRO was in the budget under safety and security as a contracted position from the Monument Police Department, along with additional sensors to detect propped

doors. She said that principals recently went through the list of outstanding fees and contacted parents, some of whom had not reviewed their Infinite Campus accounts. There will be a more proactive process going forward, she said, noting that MA could limit privileges such as checking out a library book or walking at graduation for students with outstanding fees.



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