

APPENDIX A

California Department of Transportation

OFFICE OF THE DIRECTOR
P.O. BOX 942873, MS-49 | SACRAMENTO, CA 94273-0001
(916) 654-6130 | FAX (916) 653-5776 TTY 711
www.dot.ca.gov



May 28, 2021

Mr. Kevin Dobson
Executive Director
Capital College and Career Academy
114 Santiago Avenue
Sacramento, CA 95815

Dear Mr. Dobson:

The California Department of Transportation (Caltrans) manages more than 50,000 miles of California's highway and freeway lanes, provides intercity rail services, permits more than 400 public-use airports and special-use hospital heliports, and works with local agencies.

Caltrans is entering a new era of transportation and will be at the forefront of making transformative and favorable changes to our vast transportation network. These changes include a renewed emphasis on safety, a greater focus on sustainability and climate action, and strengthening our role as stewards of public funds that increase the equity and livability of our state.

As such endeavors begin, Caltrans wants to support education and career pathways for California's youth that encourage their involvement in the construction trades and the many industries they support, including transportation. Upon review of the Executive Summary for the Capital College and Career Academy (CCCA), Caltrans believes its partnerships with community colleges and industry leaders will guide its students to a future with upwardly mobile careers.

Caltrans is in support of CCCA because of their vision and plans for a more equitable, sustainable, and prosperous capital region. As the leaders for our state's transportation network, Caltrans wants to be a part of efforts that engage the underserved, young jobseekers, and future leaders in the industry that connects our communities across the state.

"Provide a safe and reliable transportation network that serves all people and respects the environment"

Mr. Kevin Dobson, Executive Director
May 28, 2021
Page 2

We look forward to seeing the achievements of the school, its students, and partners, and to employing the future graduates on our many public works projects.

If you have questions, please contact Ramon Hopkins, Chief, Division of Construction, at (916) 947-0057.

Sincerely,

A handwritten signature in black ink, appearing to read "Janice Benton", written in a cursive style.

Janice Benton
Acting Deputy Director
Project Delivery

c: Ramon Hopkins, Chief, Division of Construction, Caltrans

"Provide a safe and reliable transportation network that serves all people and respects the environment"



February 1, 2021

Dear Interested Community Partners:

SMUD is the nation's sixth-largest community-owned electric utility, recognized nationally and internationally for our innovative energy efficiency programs and renewable power technologies. We're proud to serve the Sacramento area with low-cost, reliable, and environmentally conscious power.

SMUD has long been a leader in clean energy and carbon reduction. Our Board of Directors recently reaffirmed this leadership with an ambitious 2030 Zero Carbon Vision. Our goal is to reach zero carbon emissions in our power supply by 2030 – the most aggressive goal of any utility in the nation.

We live in one of the dirtiest air basins in the country. A recent report by the American Lung Association ranked Sacramento the 5th most polluted city in the nation. SMUD's 2030 Zero Carbon Vision seeks to address global climate change while working to improve air quality across the region. It also seeks to protect economic prosperity and improve health outcomes for all, with special consideration for our most vulnerable communities.

SMUD's customers, community and partners are at the heart of what we do, and we know we cannot achieve zero carbon without their active participation and partnership. That's why we support the establishment of the Capital College and Career Academy. We are going to need a new generation of young people committed and trained in the construction and energy related trades. If we can recruit those young people from our most underserved communities, we can help lift the entire region and improve prosperity for everyone. We look forward to working with the Capital College and Career Academy to engage and prepare our region's youth for the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Jacob Caditz", with a stylized flourish at the end.

Jacob Caditz
Manager, Community Education and Technology Center
SMUD



May 6, 2020

To Whom It May Concern:

The Sacramento Regional Builders Exchange (SRBX) was founded in 1901 and represents the interests of the commercial construction industry in the Greater Sacramento Region. Our 1,000+ membership roster consists of General Contractors, all subcontracting trades, architects, engineers and material suppliers. SRBX is pleased to support the development of the Capital College and Career Academy.

The one constant we hear from our members is that they are concerned with the future employment needs of their companies. For every five construction trade professionals that retire from the industry, only one apprentice is entering. In order to meet the growing needs of the industry, the pipeline of skilled workers must be expanded. The Capital College and Career Academy is sorely needed.

SRBX looks forward to working with the students, teachers, and parents of the Capital College and Career Academy in creating a charter school that will benefit the greater Sacramento Community. Please do not hesitate to contact us with any questions you may have.

Sincerely,

A handwritten signature in black ink, appearing to read "Timothy A. Murphy".

Timothy A. Murphy
Chief Executive Officer

5370 Elvas Avenue | Sacramento, CA 95819 | 916.442.8991 | www.srbx.org



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Erik Tickler
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TAX ID # 20-0595531

May 6, 2020

To Whom It May Concern:

The Construction Industry Education Foundation (CIEF), founded in 2004 for the mission of developing unique and expanded workforce development programs in the built environment throughout the California, is pleased to support the development of the Capital College and Career Academy.

Annually, we work with more than 400 companies in construction, architecture, and engineering, and 75 high schools throughout California, providing competitions, summer camp, and mentorship opportunities for students to explore career opportunities in the built environment. When opened, Capital College and Career Academy is planned to be the only high school in the region that blends rigorous college courses with real-world curriculum which culminates in a college degree or certificate and industry-recognized credentials.

In order to meet the growing needs of our community members – housing, education, health care, entertainment – we must expand the pipeline of skilled workers and this school has the opportunity to do just that.

CIEF is presently acting as the fiscal agent for the Capital College and Career Academy's fundraising efforts and will continue to assist in the development and fundraising efforts in accordance with the school's charter petition and under advisement from the school's board of directors.

We look forward to working with the students, teachers, and parents of the Capital College and Career Academy in creating a charter school that will benefit the greater Sacramento Community. Please do not hesitate to contact us with any questions you may have.

Sincerely,

Jordan Blair
Executive Director
SRBX Education Foundation

Construction Industry Education Foundation
5370 Elvas Ave., Sacramento, CA 95819 | 916.465.8345 | cie.foundation



May 26, 2020

Interested persons:

The North State Building Industry Association Foundation (BIAF) supports the establishment and development of the Capital College and Career Academy. When opened, Capital College and Career Academy is planned to be the only high school in the region that blends rigorous college courses with real-world curriculum which culminates in a college degree or certificate and industry-recognized credentials. We will recruit industry members to participate in curriculum/program advisory committees, engage in work based learning activities including internships, and offer employment to graduating students.

A variety of employment opportunities continue to exist. The BIAF was founded in 2007 for the purpose of meeting the workforce development, research, and community service needs of the home building industry. We work with more than 550 companies in 22 high schools, five community colleges, two universities, and a variety of community-based and government training organizations in the greater Capital region.

We look forward to working with the students, teachers, and parents of the Capital College and Career Academy in creating a charter school that will provide students the opportunity to seek gainful and meaningful careers in the construction industry.

Respectfully,

Rick Larkey
Executive Director

1536 Eureka Road
Roseville CA, 95661
916 677 5717

To Whom it May Concern,

McCarthy Building Companies is a commercial construction company whose Northern California Region has projects all over the Sacramento area. Our company is pleased to support the establishment and development of the Capital College and Career Academy.

Our three Northern California offices specialize in healthcare and education projects as well as a variety of other projects, which are complicated and require the expertise of many talented individuals and teams. We have experienced in recent years the difficulties of building complex projects without enough knowledgeable manpower and we are passionate about helping our youth get into the construction industry. The construction industry is a multi-faceted, interesting, challenging, and very well-paying career, and those who choose this path can be as successful as many other career fields. We believe that Capital College and Career Academy has a well-thought-out education plan for balancing hands-on experience with technical knowledge. This will surely be a crucial establishment in developing our local construction workforce and bringing success to our community.

Please contact me if you have any further questions.

Sincerely,



Rodney G. Riddle
Senior Vice President Operations
McCarthy Building Companies, Inc.
Email: Rriddle@mccarthy.com





The Boldt Company
2150 River Plaza Drive
Suite 255
Sacramento, CA 95833

916-583-5600 phone
www.boldt.com

June 1, 2021

To Whom It May Concern:

Since 1889, The Boldt Company has stayed true to what our founder Martin Boldt first set out to be—an honest and reliable contractor. Hard work, an innovative spirit and a commitment to our values have helped us grow into one of the largest professional construction services firms in the United States. Today, we are a fourth-generation family and employee-owned company with offices throughout the country. We are proud of how far we have come, but we are not in this business for ourselves. We are in it for everyone who benefits from what we do.

The Boldt Company also provides meaningful, inclusive opportunities to engage women, minorities, veterans and the LGBTQ community. We take great pride in our commitment to diversity and engaging a skilled, local workforce. We are looking for people and partners who share in that commitment.

As an industry, we need to create a steady, motivated, and skilled workforce pipeline. To do this we have to change perceptions about the construction industry as it exists today in order to increase the potential number of construction professionals available. Here are a few facts that people seeking careers need to know about the construction industry in California:

- There are currently 868,000 tradespeople and construction professionals across the state.
- Over 139,000 new construction jobs will need to be filled by 2026.
- In construction, you can earn an average of 10.8% more than in other industries.

In addition, 70% of today's college students currently graduate with student loans averaging about \$40,000. Job prospects in their desired majors have been dwindling and despite increased media attention about on-going labor shortages, people simply are not considering careers in construction, especially in the trades.

We must collectively change perceptions and redefine our industry. We have to educate our communities and commit to investing in future generations who can then aspire to be construction professionals and tradespeople. The Capital College and Career Academy's program and vision provides opportunities for grassroots engagement while promoting the lucrative, long-term benefits of careers in construction. The Boldt Company looks forward to supporting these efforts and providing opportunities to students who have made the choice to have a career in the construction industry.

Sincerely,
THE BOLDT COMPANY

Daniel R Dumke
Vice President | General Manager

CONSULTING SOLUTIONS / TECHNICAL SOLUTIONS / CONSTRUCTION SOLUTIONS



SEBASTIAN
Putting people first.

May 20, 2020

To Whom It May Concern:

Sebastian, was founded in 1946 for the mission to provide people with a great place to work and the opportunity to prosper, serving our communities, company and customers. Throughout the years the company has evolved to include communications, low voltage, electrical and underground construction services throughout central and northern California valleys. Sebastian supports good works and charities and encourages civic improvements and better education. We are pleased to support the development of the Capital College and Career Academy.

Annually, we work with many companies in construction, and many high schools and colleges throughout California, providing mentorship opportunities for students to explore career opportunities in the built environment. When opened, Capital College and Career Academy is planned to be the only high school in the region that blends rigorous college courses with real-world curriculum which culminates in a college degree or certificate and industry-recognized credentials.

In order to meet the growing needs of our community members – housing, education, health care, entertainment – we must expand the pipeline of skilled workers and this school has the opportunity to do just that.

Sebastian is presently acting as a support agent for the Capital College and Career Academy's fundraising efforts and will continue to assist in the development and fundraising efforts in accordance with the school's charter petition and under advisement from the school's board of directors.

We look forward to working with the students, teachers, and parents of the Capital College and Career Academy in creating a charter school that will benefit the greater Sacramento Community. Please do not hesitate to contact us with any questions you may have.

Kind regards,

William S. Barcus, President
Sebastian



May 20, 2021

To All Interested Parties:

Based in Sacramento, CA, since 1976, Mark III Construction has evolved from a single-trade electrical contractor to a multi-trade mechanical, electrical, plumbing and piping (MEP) construction and service company delivering projects throughout the state of California. Members of the Mark III team love what they do, are committed to Mark III's core values, and focus on fulfilling our mission: Leading the Evolution of Construction.

As a devoted driver of the betterment of the construction industry at large and specifically in the Sacramento community, we are optimistic of the opportunities our industry presents but also acutely aware of the challenges we face. Among the many challenges, one of the most demanding is the pursuit of industry talent which a modern-day construction company requires to be successful. Any efforts to develop talent are desperately needed as the gulf between need and realization continues to grow and poses a potential threat to the health of our industry. It is always reassuring to see others who share our outlook and are working to improve it.

Mark III Construction is pleased to support the creation of the Capital College and Career Academy and looks forward to its future development of the youth of our local community.

Please contact us with any questions you may have.

Sincerely,

A handwritten signature in black ink that reads "Arturo Z. Martinez". The signature is fluid and cursive, with the first name "Arturo" and last name "Martinez" clearly legible.

Arturo Z. Martinez
Chief Talent Officer

5101 Florin Perkins Road, Sacramento, CA 95826 • Phone 916-381-8080 • Fax 916-381-6028 • CA Lic. #941726



Forward > Together

m1b.com

To Whom in May Concern:

June 2, 2020

MarketOne Builders (M1B) is a commercial construction company headquartered in Sacramento, California. We are pleased to support the establishment and development of the Capital College and Career Academy.

In business for over 20 years, M1B has delivered on some of the most demanding projects in Northern California, ranging from urban renovations, commercial office, healthcare, hospitality, life science, industrial, retail, multi-family and mission critical facilities. We have seen first-hand the need to add to the construction workforce to ensure that the future demands of construction are met with the trained talent that they require. Construction trades desperately need new entrants into the field, and we believe that the Capital College and Career Academy will go a long way to help ensure opportunity and development of our local workforce.

Please don't hesitate to contact me if I can provide you with additional information.

Sincerely,

Wendy Nelson
Director, Strategic Partnerships
MarketOne Builders

1200 R Street, Suite 150
Sacramento, CA 95811
T | 916.928.7474
F | 916.928.7475
CA License #737694



To Whom It May Concern,

June 15, 2020

Bell Brothers Plumbing Heating and Air Conditioning is a residential home service company located in Sacramento California. We are happy to support the establishment and development of the Capitol College and Career Academy.

We are one of the largest residential retrofit HVAC, Plumbing, Windows and Insulation companies in Northern California and have felt the need for trained carpenters, plumbers and technicians for several years. So much so that we have implemented our own in-house training to fill the void. The construction industry is in desperate need for more vocational construction training for young adults coming into the workforce and that's why I believe Capitol College and Career Academy will be a huge help to fill that void.

Please contact me if you have any questions or if I can be of help in anyway.

Sincerely

Jerry Bell

Bell Brothers

916-275-4986



*Heating and Cooling
Plumbing
Home Automation
Solar
Energy Saving Products*

January 5, 2021

To Whom It May Concern:

Villara Building Systems has been a major contributor to the construction of new homes in the Greater Sacramento area since 1947. We provide our customers with the Title-24 calculations needed to accurately determine the most energy efficient equipment for each home, and the installations of that equipment for Heating and Cooling, Plumbing, Solar, and Battery Storage Systems. Over the course of our 70+ years of experience in the construction industry, we have witnessed a steady decline in available, qualified labor.

Villara holds a high regard for programs that strive to offer our community members an opportunity for continuing education. We are writing to express our support for the approval of the Capital College & Career Academy charter petition. We believe that Capital College & Career Academy will be an incredible asset to the authorizing district and be of great benefit to the children, families, and local community.

Villara Building Systems supports the approval of the Capital College & Career Academy to serve students in our community.

Sincerely,

A handwritten signature in blue ink that reads "Rick Wylie".

Rick Wylie
President

BUILDING PEOPLE, BUILDING TRUST

Villara Corporation • 4700 Lang Ave., Sacramento, CA 95652 • Lic. 162634 • P. 916.646.2700 F. 916.646.2718 • villara.com



May 6th, 2021

To Whom it May Concern:

Lancaster Burns Construction, Inc. is a multi-trade subcontractor specializing in commercial and industrial construction which performs Rough Carpentry, Steel, Metal Stud/Drywall, and Concrete. Having been in business for nearly 30 years, we have seen firsthand the consequences of removing programs from schools that give students an introduction and pathway to a career in the trades.

The Construction industry is currently working through a workforce gap with only one entrant for every five trade professionals retiring. Programs like Capital College and Career Academy help fill the need for trade professionals that our region and industry desperately need. The combination of college level courses and hands-on training provided by this program will give its graduates the skills they need to join our industry and provide employers with employees that have the strong foundational skills needed to add immediate value and positive impact to the workforce. Graduates will have an opportunity to begin their careers in secure positions that offer competitive wages in an industry with endless career possibilities.

In addition to supporting the program as an industry partner, we look forward to recruiting students from Capital College and Career Academy as we believe their program will lay a solid groundwork, ensuring their students are prepared to enter into, and have successful careers in the construction industry.

Sincerely,

Kimberly Cook
Director of Corporate Development

Rough Carpentry – Structural Steel – Metal Stud & Drywall – Concrete
CA LICENSE #746823 • NV LICENSE #0067741 #0073271 • OREGON CCB #176221



4/19/21

To Whom it May Concern,

This letter is to support all efforts by Capital College & Career Academy to locate here in North Sacramento. The District 2 leaders represent neighborhood associations throughout the district and have been meeting monthly as a group since 2015. We are writing to express our support for the approval of the (CCCA) charter petition. We believe that the Academy will be a great asset to the authorizing district and be of great benefit to the children, families, and local community for the following reasons:

- North Sacramento supports school choice
- The early college/high school curriculum opportunity is unique and exciting
- District 2 needs jobs and this is a great opportunity for our students to have access to good jobs
- Construction trades would come to this area for skilled workers/safely trained

And from the Executive Summary: ***"The purpose of a school is to be a representative of the community within which it is situated"***

This community needs something positive and something that we can be proud of. The CCCA is just the opportunity our kids and families could use at this time. Please consider an approval.

Sincerely,

Jane Macaulay
All Eyes on Deck D2

Gordon Lew
Noralto Neighbors United

Sondra Betancourt
Ben Ali Community Association

Ramona Landeros
Benito Juarez

RHM Installations
Commerce Parkway



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Sierra Garrett
Girl Scout & Student

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Robin Kren
Community Volunteer

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CNN, Turner Communications

Lynne Meredith
Superior Court of California,
County of Stanislaus

Kate Reid
Intel Corporation

Jaana Remes, Ph.D.
McKinsey & Co.

Stacey Shelnut-Hendrick
Crocker Art Museum

Elena Soto-Chapa
San Juan Unified School District

CEO
Linda E. Farley, Ed.D.

May 20, 2020

To Whom It May Concern:

Girl Scouts Heart of Central California (GSHCC) serves nearly 18,000 girls in 18 counties in Northern and Central California. As the premier leadership development organization for girls, we not only encourage girls to engage in STEM, we provide many different types of STEM activities.

Though not gender-specific, the Capital College and Career Academy will be a wonderful school option for girls to take their STEM interests to another level. The combination of college courses and hands-on curriculum that results in industry-recognized credentials will give girls a significant advantage.

As the only high school of this type in the region, Capital College and Career Academy has the opportunity to influence and impact the needs of the area. There is clearly a shortage of trade professionals and the Academy will help address this shortage.

GSHCC is pleased to support the creation of Capital College and Career Academy and looks forward to encouraging girls to participate.

Sincerely,

A handwritten signature in black ink, appearing to read "Linda E. Farley".

Linda E. Farley, Ed.D.
Chief Executive Officer

girlscoutshcc.org

**Sacramento Regional Program Center
and STEM Center + MakerSpace**
6601 Elvas Avenue
Sacramento, CA 95819
t 800.322.4475 • f 916.452.9182

**Modesto Regional Program Center
and STEM Center + MakerSpace**
3330 Oakdale Road
Modesto, CA 95355
t 209.545.3620 • f 209.545.3621

Stockton Regional Office
1212 W Robinhood Drive
Stockton, CA 95207
t 800.322.4475 • f 209.473.4446



April 16, 2021

To Whom It May Concern:

It is a pleasure and privilege to be writing this letter of support for Capital College & Career Academy (CCCA) charter petition.

The California Coalition of Early & Middle Colleges (CCEMC) is an educational non-profit organization that provides professional development and technical assistance to educators, both at the community college level and the K-12 level, in the area of dual enrollment. We exist to not only promote dual enrollment, but to assure that dual enrollment is implemented with best practices that meet the needs of students and implemented following legalities associated with dual enrollment. We promote dual enrollment programs that are student focused, especially students of color and socially-economically disadvantaged. Numerous studies have determined the benefits associated with dual enrollment including a finding that the completion of even one college course during high school is associated with a higher likelihood that a student will attend college.

CCEMC has been impressed with the mission and goals determined for CCCA. The partnerships CCCA has fostered to-date go beyond the typical high school – college partnership; they have already built a strong partnership with the community of Sacramento, especially the building trades. Also impressive, is the targeted student population. There are always challenges associated with starting a new school; but challenges and benefits associated with targeting those students who are most vulnerable can be daunting. CCCA has charged ahead, determined to serve and assure students who need them the most will be embraced and provided a pathway to success.

The students of Sacramento need and deserve a dual enrollment early college high school that is focused on assuring a student graduates college and career ready and more important, graduate with the knowledge that they can thrive and prosper. CCEMC strongly supports the approval of the Capital College & Career Academy to serve the students in the Sacramento community.

Yours truly,

Sherry Balian
Executive Director
CCEMC
The California Coalition
Dedicated to Dual Enrollment

6507 PACIFIC AVENUE #323, STOCKTON, CA 95207
(888) 372-2362
WWW.DUALENROLLMENT.ORG



To Whom This May Concern,

NCCER is a not-for-profit 501(c)(3) education foundation created in 1996 as The National Center for Construction Education and Research. It was developed with the support of more than 125 construction CEOs and various association and academic leaders who united to revolutionize training for the construction industry. This progressive program has evolved into curricula for more than 70 craft areas and a complete series of more than 70 assessments offered in over 6,000 NCCER-accredited training and assessment locations across the United States.

We offer construction and maintenance curriculum and assessments with portable credentials. These credentials are tracked through NCCER's Registry System that allows organizations and companies to track the qualifications of their craft professionals and/or check the qualifications of possible new hires. NCCER's Registry System also assists craft professionals by maintaining their records in a secure database.

Our workforce development process of accreditation, instructor certification, standardized curriculum, registry, assessment, and certification is a key component in the industry's workforce development efforts. NCCER also drives multiple initiatives to enhance career development and recruitment efforts for the industry, primarily through its Build Your Future initiative.

As shown above, NCCER has a number of resources from research to curriculum that can support Capitol College and Career Academy as they develop their school and construction program. With a nationwide need of 1.5 million craft professionals by 2023, we are excited that Capital College and Career Academy understands the importance of building our future industry craft workers and leaders, and has taken the initiative to help this cause. This program will not only benefit the industry as a whole; however, it truly will change the lives of all students, parents and community members involved. It will take a village to accomplish this task and we at NCCER are committed to helping those that believe in building the next generation of craft professionals. CCCA has proven to be a great partner and leader with driving this mission and we are here to support them throughout their endeavors.

Best Regards,

Ashleigh Potuznik
Senior Workforce Development Director
NCCER

13614 Progress Boulevard, Alachua, Florida 32615
p. 888.622.3720 f. 386.518.6303
www.nccer.org



To Whom It May Concern,

I have known Kevin Dobson, and of his project to establish a trades-based school program for several years now. Kevin himself is an experienced, dedicated educator who has the skill and commitment to make this program a much needed resource for the community. We are writing to express our support for the approval of the Capital College & Career Academy (CCCA) charter petition. We believe that Capital College & Career Academy will be an incredible asset to the authorizing district and be of great benefit to the children, families, and local community for the following reasons:

- Youth for whom a trade is the appropriate and chosen post-secondary path to a fulfilling life often struggle with traditional school structures, and are often marginalized in the "college for all" climate of our educational system.
- These youth deserve the respect and support that their native intelligence and problem-solving skills deserve.
- The trades are essential to our society's economic and cultural well-being, and are experiencing a critical shortage of youth entering the trades as the current workforce ages out.
- The economic opportunities for youth are significant. Trades-persons earn up to \$100,000 per year, have no college loan debt, and are uniquely positioned to become entrepreneurs and business owners.

We at Big Picture Learning and its Harbor Freight Fellows Initiative support the approval of the Capital College & Career Academy to serve students in our community without reservation. Please feel free to contact me if I can help in any way.

Sincerely,

Charlie Plant
National Coordinator, Harbor Freight Fellows Initiative
cplant@bigpicturelearning.org
401-741-8954



December 7, 2020

To Whom It May Concern,

We are writing to express our support for the approval of the Capital College & Career Academy (CCCA) charter petition by the Sacramento County Office of Education (SCOE). We believe that Capital College & Career Academy will be an incredible asset to the TRUSD and be of great benefit to the children, families, and local community.

CCCA mission of preparing tomorrow's workforce today by empowering young students to be critical thinkers who are college and workforce ready, doing so by allowing students to work at an accelerated pace focused on the trades of plumbing, electrical or carpentry. Students will have the ability to obtain a full associates degree, NCCER accreditation and the hands-on training to make them an asset to the construction industry as well a means to support their families and communities.

Associated Builders and Contractors, Northern California Chapter has a long history of training and promoting a positive image in the construction industry, while serving the Northern California community for more than 40 years. As an active organization, and good corporate citizen, we believe it is part of our responsibility is to respond to community education and training needs. We look forward to supporting and partnering with Capital College & Career Academy on their quest to shape and mold the young minds our future workforce.

We at Associated Builders and Contractors, Northern California Chapter support the approval of the Capital College & Career Academy to serve students in our community.

Sincerely,

Michele Daugherty
ABC NorCal President / CEO



To Whom It May Concern,

PHCC of California was founded in 1900 to advance the health of the nation through improved sanitation and education. Our membership includes service and repair as well as new construction contractors. As PHCC of California's Educational Foundation, we are writing to express our support for the mission and development of the Capital College & Career Academy (CCCA).

PHCC's long history of training and education includes federal- and state-approved apprenticeship programs; pre-apprenticeship, paid internships and job shadowing; and online training programs. Currently, there are many more workers leaving/retiring than entering the trades--industries that will not and cannot be replaced by automation or artificial intelligence.

The PHCC of California Educational Foundation supports CCCA's teacher, parent and administrators' efforts to create educational opportunities and career paths for CCCA students. We look forward to partnering with Capital College & Career Academy in the plumbing, heating and cooling education and preparation of the future workforce.

Sincerely,

George Salet, President
PHCC of California Educational Foundation

1820 Tribute Road, Suite A, Sacramento, CA 95815
916-925-7390 P | 916-925-7623 F | ContactUs@caphcc.org E



May 18, 2021

To Whom It May Concern,

I'm writing today on behalf of The Western Electrical Contractors Association Inc. (WECA) to express my support of the Capital College and Career Academy, and to describe the benefit we anticipate in their ability to help remedy the labor pipeline crisis that the construction industry faces in the Sacramento region.

WECA, headquartered in the Sacramento region since its founding in 1929, is a nonprofit association serving electrical and low voltage contractors. We have State- and Federally-approved apprenticeship programs for Commercial Electrical, Residential Electrical, and Low Voltage (Voice Data Video and Fire/Life Safety); California-approved Electrician Trainee and Journeyman Continuing Education programs; and through these programs offer career tracks preparing apprentices and students for rewarding careers as Commercial or Residential Electricians or Low Voltage Technicians. Apprentices have their tuition covered by their employing contractor and continuously learn, both on-the-job and in the classroom. WECA's Commercial and Residential Electrical apprenticeship programs were awarded college credit recommendations from the National College Credit Recommendation Services (NCCRS) in 2018, and our Low Voltage program is currently undergoing the equivalency evaluation process, with a recommendation expected in 2021. NCCRS recommends up to 66 semester credit hours for completion of WECA's California Commercial program and up to 40 semester credit hours for completion of WECA's California Residential program, and our graduates can formally request that colleges and universities accept these transfer credits towards traditional degrees.

We eagerly anticipate that graduates of the Capital College and Career Academy will be well-prepared to succeed in our programs, and look forward to functioning as a pipeline option for their graduates. The quality and rigor of the education we anticipate they will receive at Capital College and Career Academy may even allow their graduates to "challenge" our lower-division courses and enter our programs at a higher level, enabling them to enter the construction workforce as fully-trained, journeyman contributors that much sooner.

WECA has over 300 business members throughout the state, many of whom have headquarters or offices located in the Sacramento area. Our contractor members, and the industry as a whole, are focused on workforce development, training the next generation of electricians and low voltage technicians, and creating opportunities for underserved individuals to become trained for these careers.

Capital College and Career Academy appears poised to be the only local high school that will provide the rigorous training and certificates in the building trades in pursuit of these shared, regional workforce development goals. WECA is looking forward to working with the students, instructors and parents of Capital College and Career Academy to provide a continuing career path into the electrical and low voltage trades as highly-skilled workers.

Respectfully,

Terry Seabury

Terry Seabury
WECA Executive Director, CEO

Western Electrical Contractors Association, Inc.
3695 Bleckely Street • Rancho Cordova, CA 95655
(916) 453-0112 • Fax (916) 452-7011 • Toll Free (877) 444-WECA
www.goweca.com



We're training **tomorrow's**
skilled workforce today.
abcnorcal.org

June 1, 2021

Sacramento County Office of Education
10474 Mather Blvd.
Mather, CA 95655

To Whom It May Concern,

I have had the opportunity to talk with Kevin Dobson, Executive Director of the Capitol College and Career Academy (CCCA) about the opportunity to partner with the Associated Builders and Contractors Northern California Chapter (ABC NorCal).

Our North Highlands office and training facility is located at 4616 Roseville Rd. Ste. 108. We are happy to consider allocating space for a CCCA resource center. It is my understanding that the space would be utilized on Tuesdays and Thursdays between 8:00AM-3:30PM.

Locating a resource center at our training facility would further expose the young men and women to the construction trades and its variety of career paths that provides life skills that ensure individuals can secure meaningful employment. We appreciate the opportunity to partner with CCCA.

Please let me know if you have any questions at all.

Sincerely,

A handwritten signature in blue ink that reads 'Michele Daugherty'.

Michele Daugherty
President and CEO
ABC NorCal



BOYS & GIRLS CLUBS
OF GREATER SACRAMENTO

Officers

Deborah Rubens, Chair
Kristina Launey, Past Chair
John Lockwood, Vice Chair
Ed Unwin, Treasurer
Steve Barrilleaux, Secretary

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Bindu Jaduram
Maggy Krell
Khaim Morton
Ted Wolter
Becky Vierra

BOARD OF TRUSTEES

Gordon Beatie
Tim Fry
Rob Miller
Fred Teichert
John Lenk†

†deceased

CEO

Kimberly Key

Mission

*To inspire and enable all
young people, especially
those who need us most,
to reach their full potential
as productive, caring and
responsible citizens*

Administrative Offices

Teichert Branch
5212 Lemon Hill Ave.
Sacramento, CA 95824
Ph: (916) 392-1350
Fx: (916) 392-1835
www.bgcsac.org

Federal Tax ID: 68-0338324

May 18, 2021

Sacramento County Office of Education
10474 Mather Blvd.
Mather, CA 95655

To Whom It May Concern,

I have had the opportunity to talk with Kevin Dobson, Executive Director of CCCA about the opportunity to partner with the Boys & Girls Clubs of Greater Sacramento.

The Club's Teen Center is located in the heart of Downtown Sacramento at 1117 G Street and is within blocks of light rail. We are happy to consider allocating space at the Boys & Girls Club for a CCCA resource center. It is my understanding that the space would be utilized on Tuesdays and Thursdays between 8:00AM-3:30PM.

Locating a resource center at the Boys & Girls Club would allow students to have access to a wide range of Club programs at the conclusion of their school day. We appreciate the opportunity to partner with CCCA.

Please let me know if you have any questions at all.

Thank you,

Kimberly Key
CEO

kkey@bgcsac.org



girl scouts

heart of central california

Chair of the Board

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Catherine Cardoza Conner
Conner Investments

Sierra Garrett
Girl Scout & Student

Fawzia Keval, Ed.D.
Elk Grove Unified School District

Robin Kren
Community Volunteer

LeShelle May
CNN, Turner Communications

Lynne Meredith
Superior Court of California,
County of Stanislaus

Kate Reid
Intel Corporation

Stacey Shelnut-Hendrick
Crocker Art Museum

CEO

Linda E. Farley, Ed.D.

May 12, 2021

Sacramento County Office of Education
10474 Mather Blvd.
Mather, CA 95655

To Whom It May Concern:

Girl Scouts Heart of Central California has been in conversations with Kevin Dobson, Executive Director of Capital College and Career Academy (CCCA) concerning the use of our Sacramento Program Center for an Academy Resource Center.

We have a 25,000 square foot building at 6601 Elvas Avenue that includes office space, a kitchen, restroom and shower facilities, meeting rooms and a STEM Center and MakerSpace. We are within blocks of light rail and down the street from the west entrance to CSUS.

We offer our space to Girl Scout troops throughout the area and are happy to consider a portion of our space for CCCA and its students. It is our understanding that the anticipated need of this resource space is Tuesdays and Thursdays between 8:00 am and 3:30 pm.

Please let me know if you have any questions. I am happy to discuss our consideration with you. I can be reached at linda.farley@girlscoutshcc.org.

Best,



Linda E. Farley, Ed. D.
Chief Executive Officer

APPENDIX B

Founding Team

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 eight 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 Manger 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.

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.

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.

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 and 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.

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.

Interested in giving back to the community, he currently serves as a member of the KVIE Public Television Community Advisory Board, as Chairman of the Board for the Capital College & Career Academy and is a Founding Member of the Metro Inspire Project. He has also served as President of the Board of Directors for Fairytale Town and River City Food Bank, is a former President of the USC Alumni Association - Sacramento Chapter, and is a former member of the College of William and Mary Alumni Association's and the Phi Kappa Tau Gamma Iota Colony's Board of Governors. He is a 2012 graduate of Leadership Sacramento, a program of the Sacramento Metro Chamber of Commerce and received Special Congressional Recognition in 2013 for his service to the Sacramento Community. He was recognized in 2014 with the Phi Taus Under 40 National Award by the Phi Kappa Tau Fraternity.

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.

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.

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.

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.

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.

Timothy Murphy joined the Sacramento Regional Builders Exchange in February of 2015, bringing an established track record of executive leadership, corporate public affairs, strategic communications and governmental relations to the association.

Founded in 1901 and serving over 900 member companies, the Sacramento Regional Builders Exchange (SRBX) is the construction industry's oldest and largest association in the region. Members include general contractors and subcontractors, suppliers and industry support organizations. SRBX serves the industrial and commercial construction industry by providing education programs, safety programs, bidding information, political advocacy, networking opportunities, and other related information and events for the construction industry within the greater Sacramento Region. In concert with the SRBX Board of Directors, Murphy assists in the formulation of strategic goals and objectives to implement the mission of the organization, in order to advance the issues important to, and the economic success of SRBX's members in the commercial and industrial construction industry.

From 2000 to 2015, Murphy directed the corporate responsibility program for Aerojet Rocketdyne Holdings, Inc. and its Easton Development Company subsidiary, overseeing planning, strategy and execution of community and governmental relations, corporate philanthropic giving and environmental community affairs. Prior to that, Murphy served in Kaiser Permanente's Government and Community Relations Department, and also served on the staff of California State

Senator Tim Leslie. Murphy was also a public affairs consultant for the McClellan Air Force Base Department of Environmental Management, supporting their community affairs programs.

Murphy is a past member of the Executive Committee of the Sacramento Metro Chamber of Commerce Board of Directors. Murphy has served the Metro Chamber as chair of Leadership Sacramento from 2006-2008, the 2011 Cap-to-Cap program chair and the 2014 Nashville Study Mission. For his service to the Metro Chamber, Murphy was honored as the organization's 2008 Volunteer of the Year.

Murphy also serves as a board officer for the Capital Airshow Group, a California 501(c)(3) organization that annually hosts the California Capital Airshow. In addition, Murphy has served as an appointed planning commissioner for both Sacramento County and the City of Elk Grove, and currently serves as the Public Member (Alt.) on the Sacramento County LAFCO Board.

Ian McQuoid is the Vice President of Operations at McCarthy Building Companies Inc. which is one of the largest general contractors in the country. Ian is responsible for integrating McCarthy's various departments, including estimating, scheduling, accounting, safety, quality control, management information systems, and contracts into projects as they become necessary. Ian also over sees staffing, overall job cost, schedule, quality, and safety for McCarthy's Sacramento office.

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.

QUALIFICATIONS

I am a committed, dependable employee that has experience and skills as a program manager, community support facilitator and loan counselor. I am an independent self-starter with the confidence to interact with individuals at all levels. Capabilities include:

Microsoft Power Point	Microsoft Word	Presentation and Public Speaking
Microsoft Excel	Type: 80wpm	Excellent Written Communication Skills
Data Base Management	Microsoft Publisher	Excellent Verbal Communication Skills
Case Management Exp.	Client Needs Assessment	Program Development Experience

EXPERIENCE HIGHLIGHTS

Adult Residential Facility Administrator

- Oversee staff operations, business planning and budget development in an assisted living facility.
- Ensure services are in compliance with professional standards, state and federal regulatory requirements.
- Oversee inventory, order processing and distribution of products and services.
- Plan and direct the administrative portion of the assisted living program.

Case Manager / Facilitator

- Developed, implemented, and monitored the individualized Person-Centered Plan (PCP) for up to 10 consumers in order to meet their community integration and service coordination goals.
- Assisted consumers in accessing benefits and services by providing information and education about community resources.
- Provided crisis intervention, guidance, and supportive counseling.
- Advocated for and promote full inclusion of individuals with disabilities in all opportunities in the community.
- Completed documentation and reports on a weekly and quarterly basis to ensure eligibility, funding, and compliance with state and agency policy.
- Ensure all enrollment activities adhere to established procedures of accountability and confidentiality according to contracts and regulatory entities.

Program Manager

Provided one-on-one tutoring, ESL, computer training and resume writing and job search assistance to clients

- Assist with program development, design and implementation
- Maintenance of student records / progress and hours of program participation
- Communicate effectively with students, volunteers and staff
- Establish and lead a computer basics class for students of varying levels
- Supervised over 200 volunteers throughout the adult education program
- Assist clients with basic job searches, resume creation and filling out forms/applications
- Supervised volunteers providing GED, ESL, resume writing, computer lab assistance to clients

Community Support Facilitator

Provided support services and advocacy for developmentally disabled persons and their families.

- Assisted clients in acquiring and maintaining support services
- Advocated on behalf of the clients with community agencies
- Conducted assessment of clients, assisted in the development of Individual Service Plans
- Monitored service plans and revised according to client accomplishments, conducted life skills training activities
- Completed required forms, reports, completed monthly case notes

JAMES MOORE * 916-661-1434* modexterj@gmail.com

Loan Counseling Area Director

Provided financial and home ownership counseling services to low and moderate income families.

- Implemented and managed first time homebuyer counseling program in Sacramento, CA
- Developed and facilitated classes on budgeting, credit, debt management and homeownership
- Implemented and maintained case files on clients
- Managed client cases for referral to associate lending agencies, created monthly reports.

Healthy Start Coordinator

Created and Coordinated services for students in the Del Paso Elementary School District

- Coordinated programs to identify and assist children who were unsuccessful in school.
- Coordinated services for children among agencies involved in the Healthy Start collaborative.
- Maintained computerized database on children identified as unsuccessful, in yearly reports to the state.
- Liaison between school and families; families and county agencies.

EMPLOYMENT HISTORY

<i>Case Manager</i>	Veterans Services VOA	Current	Mather	CA
<i>Residential Administrator</i>	Aacres California	2017 – 2018	Sacramento	CA
<i>Case Manager / Facilitator</i>	Strategies To Empower People	2014-2017	Sacramento	CA
<i>Adlt Education Program Manager</i>	Sac Food Bank & Family Services	2007- 2014	Sacramento	CA
<i>Community Support Facilitator</i>	Training Toward Self-Reliance	2003 - 2007	Sacramento	CA
<i>Loan Counselor</i>	ACORN Housing Corporation	2000 - 2002	Sacramento	CA
<i>Healthy Start Coordinator</i>	Sacramento Children's Home	1999 - 2000	Sacramento	CA

EDUCATION and AWARDS

Master's in Social Work	University of Southern California	In Progress
B.S. Psychology	University of Phoenix	Sacramento
CA		
Administrator Residential Facility	State of California Certification	Sacramento
CA		
Registered Behavioral Technician	CA Behavior Analyst Certification Board	Sacramento
CA		

EDITH M. ESPINOZA

9600 Show Jumper Ct.
Wilton, CA. 95693

(916) 224-8814
espinozaedith30@gmail.com

EXPERIENCED EDUCATOR

I am a dynamic bilingual educator with an outstanding reputation in teaching, a passion for serving students, and specializing in English Language Learners. I am a committed “self-starter” who is an effective communicator, motivating leader, and resourceful problem solver.

CORE STRENGTHS AND CAPABILITIES

- Curriculum Development/Adaptation
- Facilitator Skills
- Effective Communicator
- Adult Training and Development
- Assessment and Needs Analysis
- People and Leadership Manager

PROFESSIONAL AND LEADERSHIP EXPERIENCE

C.W. Dillard Elementary School, Elk Grove Unified School District, 2006-Present After School Intervention Program, 2014

- Administered and performed the after school programs.
- Developed an instructional plan to meet the needs of English Language Learners
- Guided the learning process toward achievement of curriculum goals and objectives
- Assessed and provided reports based on the performance and progress of the students.

EL Coordinator, 2006-Present

- Coordinate language proficiency testing (e.g. CELDT) for the purpose of identifying students that qualify for English Language Development programs.
- Develop co-curricular activities and social events to enhance learning outside the classroom
- Serve as a liaison between teachers, the school district, and the community.

Parent Involvement, 2006-Present

- Self-directed, researched and developed a plan for implementing “ The Latino Literacy Program”
- Successfully implemented activities related to parent involvement that would enhance the school’s climate
- Coordinate trainings for EL Parents to improve student achievement through literacy training and using technology to foster parental involvement
- Maintain regular communications with parents on updated progress of students (LCAP)
- Encourage the process of developing and maintaining quality relationships with children and families, through survey documentation.

Training Close Reading Prof. Development, 2013-2014

- Facilitated ongoing professional development for paraprofessionals in reading that aligned with the school's focus areas.
- Successfully shared new Common Core resources with staff members

Third grade intervention across grade levels, 2012-Present

- Collaborated with other instructors to promote educational resources to help EL students strengthen reading skills
- Designed and modified curriculum for students working at or below reading level
- Facilitated improvements in reading comprehension skills

Long Term Substitute Teacher

C.W. Dillard Elementary School, August 2005-June 2006

Elk Grove Unified School District

- Supervised students, recognizing their worth, affirming their ability, and strive to promote positive relationships
- Promoted academic growth through the use of evidence- based curriculum.

Student Teacher

Spanish Bilingual Kindergarten, January 2004-June 2004

Bowling Green Charter Complex, Sacramento Unified School District

1. Developed and delivered lesson plans utilizing appropriate instructional techniques that enable limited English proficient students to overcome barriers that impede equal participation by these students in the district's instructional programs.
2. Administered tests and language assessments for the purpose of evaluating students' language ability

EDUCATION**Sacramento Office of Education County Leadership Institute**

Administrative Services Credential, 2014

California State University, Sacramento

Masters of Art in Multicultural Education, December 2010

California State University, Sacramento

Bachelor of Arts in Liberal Studies, May 2004

Credentials

California: Multiple Subject Clear Teaching Credential, K-12

REFERENCES

Sandy Weist	C. W. Dillard Elementary School Principal	(916) 687-6121
Cathy Beckner	C.W. Dillard Elementary School Educator	(916) 952-4166
Tracy Dunn	C.W. Dillard Elementary School Educator	(916) 712-2537
William F. Moe, MSW	C.W. Dillard Elementary School Educator	(916) 812-3087

M. JORDAN BLAIR

SACRAMENTO, CALIFORNIA

Communications Leadership / Strategic Planning & Implementation / Relationship Management

*Advocacy · Issues Management · Fundraising · Media Engagement
Electronic and Print Media · Organizational Leadership · Legislative & Regulatory Liaison*

- An architect of strategic communications and marketing plans; exceptional track record of quality implementation
- Proven advocate on complex and sensitive business issues; deep experience in media engagements
- Proficient in the development of valuable relationships with senior stakeholders and policymakers
- Extensive business leadership experience in private, public and not-for-profit organizations
- Creator of provocative marketing and communications tactics; a dedicated team leader with a contagious can-do philosophy

Selected Professional Experience

Sacramento Regional Builders Exchange | Sacramento, California

Communications Director & Executive Director, SRBX Education Foundation

April 2015-Present

- Provide leadership and strategic direction for marketing, communications, and public relations by developing strategies, policies, and activities to build awareness and preference for the organization.
- Serve as spokesperson and primary media liaison.
- Develop and maintain strategic alliances with community leaders, local officials and the media to promote the organization's brand.
- Develop, implement, and control department budget.
- Oversee and maintain brand compliance among all areas.
- Oversee the development and implementation of a strategic communications plan.
- Plan, create, and produce advertisements, posters, programs, invitations, and other graphics materials as needed for both internal and external audiences; coordinate website updates including a new and responsive thematic design.
- Serve as editor-in-chief of the SRB-Xtra monthly newsletter.
- Manage the organization's 501(c)3 foundation which is responsible for scholarship and workforce development programs within the Builders Exchange.
- Provide strategic planning, effective leadership and execution of the foundation's goals.
- Organize, plan and execute fundraising events.
- Oversee support staff and assigned programs including the CREATE Mentoring Program, Design Build and NEXT Young Professionals.
- Provide support to multiple boards of directors and trustees.

Jesuit High School | Sacramento, California

Vice President for Marketing and Community Relations; previously Director of Communications

July 2010-June 2014

- Launched Jesuit's Office of Communications; implemented comprehensive communications, marketing and technology campaign to maximize stakeholder preference, resulting in 33 percent increase in summer registrations.
- Conceptualized web, print and social media strategies to perfect Jesuit's image, making the institution Facebook's most-followed U.S. Jesuit high school.
- Served as public spokesperson and primary media liaison; represented Jesuit at various public events, forums and conferences. Hosted more than 200 media calls in four years. Garnered recognition for student and staff achievements.
- Managed community, government, and media relations; forged quality relationships with governmental and community leaders; led personal and group engagements with stakeholders.
- Oversaw video production services, including live broadcasts; provided event management of all-school events as needed including co-chairing 50th Anniversary Year events.
- Coordinated the development of the Technology Strategic Plan with the school's principal, which promoted the innovative use of technology across all areas of the organization.
- Directed website redesign, encompassing best practices from public and private sources. Increased user hits by 16 percent; integrated e-commerce campaigns shifting more than \$1 million annually into online transactions.
- Created editorial standards and guidelines for all school logo marks and website content; developed organization's first centralized style guide; more than 130 print and web edits were made using guidelines.
- Launched online logo wear store, resulting in more than \$40,000 in new annual online revenues.
- Oversaw third-party consultants, with collective contracts in excess of \$400,000.
- Supervised crisis communications management efforts; engaged senior staff and families in crisis plan development.

MJBLAIR.COM

Selected Professional Experience Continued

California Department of Mental Health | Sacramento, California
State Level Programs Administration; previously Director's Office of External Affairs Jan 2009-June 2010

- Composed the County Performance Contract which distributed more than \$950 million in annual funding.
- Managed the Projects for Assistance in Transition from Homelessness federal grant; conducted site visits and reviews.
- Assisted in the development of the Operation Welcome Home state project for veterans.
- Led development of a \$60 million strategic plan for the Mental Health Services Oversight & Accountability Commission to reduce mental health stigma and discrimination. Oversaw a team of 15 contractors and staff and a committee of 56.
- Testified at oversight boards and public forums; represented the Director at functions throughout the state.
- Completed state hospital visits; assisted in the Gubernatorial Appointments of their advisory board members.

Volunteer Leadership Assignments

Oversaw annual organizational budgets in excess of \$1 million; performed executive performance planning and reviews; oversaw website redesigns; implemented social media programs; maximized brand management; negotiated and executed communication and personnel contracts.

- KVIE Public Television | Community Advisory Board 2013-Present
- Fairytale Town – a division of the City of Sacramento | Board of Directors, Past-President 2008-2018
- University of Southern California | Alumni Club of Sacramento, President 2009-2013
- River City Food Bank | Board of Directors, President 2008-2013
- Phi Kappa Tau Fraternity Gamma Iota Chapter | Board of Governors 2008-2013
- College of William and Mary Alumni Association | Board of Directors 2007-2010

University Education

University of Southern California | Los Angeles, California
Doctor of Policy, Planning, and Development (Communication of Policy and Campaign Management) Candidate
Master of Public Administration (Organizational Management) May 2007

California State University, Sacramento | Sacramento, California
Master of Arts | Government (Urban & State Politics and Political Theory) Aug 2006

College of William and Mary | Williamsburg, Virginia
Bachelor of Arts | Government, Minor – History Dec 2004

Notable Roles

University of Southern California | Office of Student Affairs | Los Angeles, California
Housing Advisor 2006-2008

University of Southern California | Sol Price School of Public Policy | Los Angeles, California
Dean's Office of Development and External Relations 2006-2007

Elaine Wright for Elk Grove Community Services District Board of Directors | Elk Grove, California
Campaign Manager 2006

California Strategies, LLC | Sacramento, California
Administrative and Research Assistant 2005-2006

Honors and Memberships

- Sacramento Young Professional of the Year (2012) | *Sacramento Metro Chamber of Commerce*
- 40 Under 40 Emerging Leader Award (2016) | *Sacramento Business Journal*
- Phi Taus Under 40 National Award (2014) | *Phi Kappa Tau Fraternity*
- Digital Social Media Campaign Gold Award (2012) | *Sacramento Public Relations Association*
- Leadership Sacramento (2012) | *a program of the Sacramento Metro Chamber of Commerce*
- Metro Inspire Project | *Founding Member*
- American Society for Public Administration
- International City/County Management Association
- Pi Alpha Alpha National Honor Society | *Public Administration*
- Pi Sigma Alpha National Honor Society | *Political Science*
- Public Relations Society of America
- United States House of Representatives Page Association

MJBLAIR.COM

1097 Cavanaugh Way
Sacramento, California 95822

Linda E. Farley, Ed.D.

(303) 726-9254
lefarley@aol.com

Professional Positions

Chief Executive Officer, Girl Scouts Heart of Central California

January 2013 – present

Responsible for regional Girl Scout council serving more than 18,000 girls in 18 northern and central California counties with an annual budget of \$7,400,000. Accountable for providing leadership, strategic direction and vision for the development and achievement of the mission. Advise, recommend and assist the council's Board of Directors in the formulation of policies governing the council. Direct the day-to-day operations through the senior management team. Responsible for stewardship of the council's human, material and fiscal assets.

Crocker Art Museum, Sacramento, CA

Director of Development

January 2009 – December 2012

Directed all aspects of fund development including membership, major gifts, planned giving, corporate sponsorships, foundation grants, and special events. Responsible for more than \$3.3 million in general operating revenue for fiscal year 2013. Worked closely with the Board of Directors to secure gifts and cultivate and steward donors. Key collaborator with the Museum Director on strategic organizational issues. Member of the Senior Management team.

Development Officer

April 2008 – December 2008

Worked with outside counsel and key community volunteers to secure gifts for the \$95 million Capital Campaign. Managed major gifts and donor-level membership programs. Worked collaboratively with Board members to secure gifts and steward donors. Created a formal corporate sponsorship program.

Chief Fund Development Officer, American Red Cross Mile High Chapter

June 2007 – March 2008, Denver, CO

Directed all aspects of fund development and marketing efforts. Created new strategies to increase raised revenue and donor gift levels. Restructured department to achieve greater accountability and better alignment of job functions. Grew capacity of key department managers in order to increase productivity and effectiveness. Raised more than \$1.5 million in revenue, a 17% increase over previous fiscal year.

Chief Operating Officer, Up with People

August 2005 – May 2007, Denver, CO

Directed operations of international leadership program, including fundraising, finance, North America operations, European operations, and communications. Oversaw organizational budget of approximately \$4 million. Facilitated a transition in mission and vision and a shift in culture in order to achieve new business objectives. Secured \$250,000 from alumni (largest amount in the organization's history), that, through matching gifts, netted the organization \$1.25 million. Successfully authored \$1 million grant received from international foundation. Worked closely with the international Board of Directors on critical aspects of the program and operations.

Independent Consultant/Sabbatical

December 2004 – May 2005, Denver, CO

Created and implemented strategic and fund development plans for non-profit executives. Clients included Leader's Challenge and the American Red Cross Mile High Chapter. Spent one month living in Paris exploring personal interests in writing and photography.

The Children's Museum of Denver, Denver, CO**Executive Director**

January 2001 – November 2004

Responsible for all aspects of children's hands-on, interactive museum serving the Rocky Mountain region. Managed approximately \$3 million budget. Redesigned and expanded the entire Museum, creating a more educational and enriching experience. Secured a \$1 million endowment and increased visitors to the Museum while also increasing revenue.

Deputy Director

March 1998 – December 2000

Led organizational restructuring efforts ensuring implementation of Board-established vision and mission.

Senior Instructor, University of Colorado, Denver

1997 – 1998, Denver, CO

Consultant, BDM Technologies

1997, Denver, CO

Vice President, Ingenius

1995 – 1997, Denver, CO

Director/Principal, ACT Academy

1993 – 1995, McKinney, TX

Manager, Minnesota Educational Computing Corporation

1988 – 1992, St. Paul, MN

Instructional Specialist, Ingham Intermediate School District

1983 – 1988, Lansing, MI

Elementary School Teacher, Mt. Morris School District

1980 – 1982, Mt. Morris, MI

Education

University of St. Thomas , St. Paul, MN	1993
Doctorate of Education, Major: Leadership	

Michigan State University , East Lansing, MI	1983
Master of Arts, Major: Curriculum and Instruction	

California State University , Sacramento, CA	1980
State of California Teaching Credential	

Westmont College , Santa Barbara, CA	1979
Bachelor of Arts, Major: Liberal Studies	

Service

- Sacramento County Women's Commission Advisory Team Member, 2018 - present
- Wells Fargo Community Advisory Board, 2018 – present
- Holy Spirit Parish School, Land Park Garden Tour, Featured Garden, 2016.
- Girl Scouts Heart of Central California, Keynote Speaker, 100th Anniversary Gala, 2012.
- Sacramento Rotary, 2009 – 2011.
- Team CWW (Women's Triathlon Team) Board of Director, 2008.
- American Red Cross Mile High Chapter, Hurricane Katrina Volunteer, 2005.
- Association of Children's Museums, Board of Director, 2004.
- Denver Metro Scientific Cultural Facilities District, Tier II Steering Committee Co-chair, 2003 – 2004.
- Editorial Board, Journal of Computing in Teacher Education, 1991 – 1999.
- Girls Count Board of Director, 1996 – 1999.
- Westmont College Alumni Board, 1996 – 1998.
- Software Publishers Association Education Section Board, 1996 – 1997.
- Vice President, Michigan Association for Computer Users in Learning, 1987 – 1988.
- Board of Director, Michigan Association for Computer Users in Learning, 1986 – 1987.

Other Experiences

- American Leadership Forum, Mountain Valley Chapter, Class XXII, 2019.
- Integrity Solutions Sales, Service and Coaching Training, 2016.
- Crucial Conversations Training, 2014.
- Pathways to Leadership Training, 2007.
- Denver Metro Chamber of Commerce Leadership Denver Graduate, 2005.
- Center for Creative Leadership, Nonprofit Executive Leadership Program, 2001.
- Interaction Associates Leadership Development Training, 2001.
- The Disney Approach to Quality Service, The Disney Institute, 1999.

Publications

Farley, L. Leaders in the midst of change: Toward a better understanding of a complex phenomenon. Doctoral Dissertation. December 1993.

Farley, L. Making sense of change: Strategies for education technologists. The Computing Teacher. April 1992.

Farley, L. & J. Sharp. What software should I buy? Thinking Teachers, Thinking Classrooms, Newsletter of the ASCD Network on Teaching Thinking. Summer 1990.

Farley, L. & Little, T. Fulfilling the promise of computer use in social studies instruction. The Journal of Staff Development. Fall 1989.



EDUCATION

Arizona State University
B.S. Construction Magna
Cum Laude

CERTIFICATIONS

Occupational Safety and Health
Administration (OSHA) 30-hour Training

Design-Build Institute of America (DBIA)
Professional

LEED Accredited Professional
United States Green Building Council

EXPERIENCE

Turner: 1 years
Preconstruction Mgr.

Sundt: 10 Years
Project Director

Total industry: 14 years

BIO

We all have our motivations for doing what we do – choosing the career we’ve chosen and putting our time and energy into something. For me, I chose to dedicate my time and energy to the construction industry for two primary reasons: First - It aligns with my desire to continuously learn and effectively scratches my curiosity itch. Second, I love the challenge and the process of creating alignment amongst the diversity of stakeholders required to put our built environment in place.

I’ve contributed to this process through various capacities throughout my career but have always gravitated toward the design and preconstruction aspects of a project’s life cycle due to the creative processes involved during that stage, and the need to create alignment amongst diverse people in order to achieve best value. I currently contribute to this process as Preconstruction Manager / Chief Estimator at Turner Construction.

PROFESSIONAL REFERENCES

“I worked with Tim most recently on the Bridget Hall Learning Commons for Chandler-Gilbert Community College. Sundt provided all the pre-construction services and Tim was the lead coordinator and estimator for Sundt. I was the Project Architect for Will Bruder + Partners. Usually these types of working relationships are not favored by many architects because of the non-competitive pricing and high allowances that take place early on. That was not the case with Tim; his estimates were some of the most accurate and thorough that I have been a part of to date. Tim brought every possible resource to the table, made every effort to understand design intent and most importantly he was creative. Tim has the ability to bring real solutions to projects that challenge convention. His suggestions and thought-provoking inquiries on many items proved that Tim had a true grasp of the project.

Tim’s approach to estimating and construction is holistic; he is part of a new breed of building professionals who understand that the future of estimating and construction are built on collaboration, team work and sharing of ideas. Tim’s technical proficiencies with estimating/building software and desire to test new working methods are also invaluable. The industry is changing for the better and Tim is not just keeping up, but he is part of the cause.

Tim is a pleasure to work with on every level; I hope we get the opportunity to collaborate again in the near future.”

- Daniel Olic, Associate, Project Manager, Architect at HDR

“With Tim leading the team, you can count on a commitment to project success, and plenty of fun along the way. He is often very open about the project challenges and welcomes feedback for best approaches. It is evident that he takes pride in problem-solving through collaboration with the entire team in an effort to achieve the best solution for the client. Tim’s ability to consistently exceed expectations is unsurpassed.”

- Tania Nunez, AIA, Project Manager, California State University, Sacramento

of Water Resources, Department of Forestry, and other key groups. The new office tower will features 10,000 sf of retail and public space, an auditorium, a multi-vendor food court, and a pedestrian plaza. The project also includes exterior improvements to the nearby historic Heilbron House, and a childcare facility.

CALIFORNIA STATE UNIVERSITY, SACRAMENTO SCIENCE II REPLACEMENT BUILDING, SACRAMENTO, CA (\$91.5M)

Collaborative Design-Build, five-story, 94,000 sf building which will house both wet and dry biology and chemistry science teaching and research laboratories, prep rooms and storage areas. In addition, there will be faculty offices, collaborative spaces, various support spaces, a rooftop observatory, a planetarium, and the Dean's office suite. Target LEED Gold certification.

GREAT WOLF LODGE, MANTECA, CA (\$175M)

Preconstruction and construction services for the development of a new resort and amusement park totaling approximately 516,000 sf. The Great Wolf Lodge in Manteca will include 500 rooms, 10,000 square feet of meeting space, 95,000 sf of indoor water park space, an outdoor pool, bowling, retail, miniature golf course, restaurants and several branded amenities and entertainment activities.

TAHOE TRUCKEE USD - TRUCKEE HIGH SCHOOL AND ELEMENTARY SCHOOL, TRUCKEE, CA (\$80M)

CM Multi-Prime to replace modular buildings with new construction for classrooms, science labs, elective space, and library; and modernization of existing buildings which will include classrooms, common areas, theater upgrade, reconfigure performing arts, enhance girl's locker room, front facade enhancement, upgrade classroom roofs for snow loads, technology upgrades, and mechanical upgrades. Site work includes parking lot additions and upgrades, ADA access compliance, upgrades to site utilities, exterior lighting, and fencing. Construction is scheduled to start in spring of 2017 and be completed by fall of 2019.

MAPLE STREET CORRECTIONAL CENTER, REDWOOD CITY, CA (\$165M)

Three-story, 260,000 sf self-sustaining comprehensive correctional facility including 832 secure beds and 88 non-secure transitional beds for transitioning inmates. The project had a fast-tracked delivery, including phased design and construction, to accelerate the construction timeline and hasten the facility's opening. The project faced many cost challenges as it was designed prior to the bay area construction boom, and procured in the midst of it. Significant value engineering efforts, including an integrated team of design-build trade contractors, allowed us to deliver this LEED Gold facility on time and on budget.

ARIZONA STATE UNIVERSITY DOWNTOWN PHOENIX CAMPUS SUN DEVIL FITNESS COMPLEX, PHOENIX, AZ (\$19.8M)

CM at Risk, 74,000 sf recreation facility at Arizona State University's downtown campus which includes a large gym, weight room, indoor running track, multi-purpose space, locker rooms, and leisure roof-top pool. Exercise Nutrition, Wellness, and Kinesiology academic programs are co-located at this facility.

PROJECT EXPERIENCE

NEW NATURAL RESOURCES HEADQUARTERS BUILDING, SACRAMENTO, CA (\$520M)

Design-build, 838,000 gsf 20-story office tower in downtown Sacramento, new headquarters for the State of California Natural Resources Agency, Department

CHANDLER-GILBERT COMMUNITY COLLEGE COYOTE ATHLETIC CENTER
PRECONSTRUCTION, CHANDLER, AZ (\$21.9M)

CM at Risk 78,256 sf project consists of a 2,500 seat arena with a 10,000 sf practice gymnasium, wellness classrooms and gymnasiums, as well as spaces for community and college events. Additional features include taping and treatment areas with hydrotherapy, locker-rooms supporting men's and women's basketball, volleyball, soccer, softball and baseball, as well as offices for academia and staff. A generous exterior performance area includes a four lane, 60 meter sprint track and other turf areas for outdoor training. The scope included hardscape upgrades, landscaping, new concrete benches and parking lot renovations as well as installation of a hot water solar array system on the roof, an energy- efficient HVAC system that ties into the campus's central plant, and underground utilities to connect to the existing campus communications infrastructure.

PHOENIX BIOMEDICAL CAMPUS, HEALTH SCIENCES EDUCATION BUILDING (HSEB), PHOENIX, AZ, (\$129M)

CM at Risk, state-of-the-art, six-story, 268,000 sf, interdisciplinary biomedical building, includes administrative offices, lecture halls, classrooms, clinical skills suite, simulation suite, laboratories and much more—merging elements of health programs that were formerly taught separately. Exterior comprised of an extremely complex and unique design incorporating nearly 2,500 custom copper metal panels to emulate the cross-section of the Grand Canyon, a signature statement of the Arizona landscape. LEED Gold Certified. Estimator

ARIZONA STATE UNIVERSITY INTERDISCIPLINARY SCIENCE & TECHNOLOGY BUILDING 4 (ISTB 4), TEMPE, AZ (\$112M)

CM at Risk, state-of-the-art, eight-story, 298,000 sf, education building, bringing three functions together under one roof. An office component with collaboration rooms, meeting rooms and offices for faculty and administrators, an inviting public space component in the center of the building, similar to a museum, with classrooms, a 245-seat auditorium, and a meteorite gallery, and laboratory component housing 166 cutting-edge lab modules with both wet and dry labs, a rooftop laboratory, clean rooms, research offices, and auditorium space. Exterior comprised of structural concrete with aluminum cladding panels, face brick and glass curtain wall exterior. LEED Gold Certified.

MARICOPA COMMUNITY COLLEGE - BRIDGET HALL, MESA, AZ(\$4M)

CM at Risk, new 17,600 sf, single story, integrally colored "Integra" block masonry used as a multi-use education and library building. Constructed on the existing Williams campus of Chandler Gilbert Community College. Program elements in this project include student life, library space, mediated classrooms, and a multi-purpose space that can be reconfigured to host community events. LEED Silver Certified.

SCOTTSDALE CRIME LAB AND POLICE EVIDENCE FACILITY, SCOTTSDALE, AZ (\$41M)

CM at Risk, 87,000 sf, Forensic Crime Lab and Police Evidence facility on an 18 acre site. The two-story building houses one of the most advanced forensic laboratories in the State of Arizona, including spaces for an Automated Fingerprint Identification Systems (AFIS), controlled substances, toxicology, firing range and bullet retrieval tank, biology lab, dark room to support photo forensic; trace/impurities/arson investigation systems, and a Polymerase Chain Reaction (PCR) lab for genetic testing. The lab also includes ultra- clean rooms and higher-level performance standards for temperature, humidity, filtration and vibration control to create an environment suitable for forensic science. LEED Silver

Certified.

SKYSONG BUILDING TWO, SCOTTSDALE, AZ (\$14.3M)

CM at Risk, Core and shell construction of a 151,000 sf, four-story office building with a rooftop mechanical penthouse. The building has a steel frame with composite floor slabs and an EIFS exterior. LEED Silver Certified.

SKYSONG BUILDING ONE - ASU TENANT IMPROVEMENTS, SCOTTSDALE, AZ (\$6M)

CM at Risk, tenant improvements totaling 42,000 sf, which includes approximately 6,000 sf on the first floor and the entire second floor. The finished look will be modern and technical.

AVONDALE CITY CENTER INFRASTRUCTURE, AMERICAN SPORTS COMPLEX AND RETAIL CENTER, AVONDALE, AZ (\$19M)

CM at Risk, 83,000 sf athletic facility and indoor sports club with basketball courts, volleyball courts, and indoor soccer fields. Support functions include food preparation areas, multipurpose rooms, concessions and flexible space for functions. This project also included into extensive urban site improvements including mass grading, underground site utilities, paving, sidewalks, site lighting and construction of a new park 16.6 acres of greenfield.

POSTON BUTTE HIGH SCHOOL, QUEEN CREEK, AZ (\$50M)

CM at Risk, phase I of a new 207,000 sf expansion of a high school campus including general purpose classrooms, science, special education, fine arts and administration facilities, a cafeteria and full service kitchen. The work also included a 25,000-sf competition gymnasium, with a grade one maple basketball floor, new stadium seating football field, two baseball fields and tennis courts.

KING'S COUNTY COURTHOUSE, HANFORD, CA (\$86M)

Four-story (+ basement), 144,000 sf Courthouse includes 10 courtrooms plus a jury assembly room, subterranean parking structure / holding cell area and an underground tunnel that connects to the nearby county jail. Early CMAR engagement allowed for extensive parametric cost estimating which resulted in robust target value design and cost certainty throughout preconstruction.

Parametric Estimator

PORTERVILLE COURTHOUSE (SOUTH COUNTY JUSTICE CENTER), PORTERVILLE, CA

Three-story (+ basement), 96,000 sf Courthouse includes 9 courtrooms, judges' chambers, courtroom holding areas, jury deliberation rooms, support services, clerk's office and work areas, public walk-up windows and queuing, holding cells and a below grade sally port. This LEED Silver building's façade is a rain screen consisting of cement composite façade, which is unique because it is multi-colored and challenging to install due to its lap joints. Several mock-up scenarios were constructed during design to determine the best interior support and joint strategies, and Building Information Modeling was leveraged to allow pre-cut panels to ensure the best quality fit and field installation.

Stephanie Hannah, CPA, CCIFP

(916) 844-8300

West Sacramento, CA

stephie262@gmail.com

Education:

*Bachelor of Science, Business Administration; Concentration: Accounting
California State University Sacramento, 1996*

Certifications:

*Certified Public Accountant, State of California, #78773
Certified Construction Industry Financial Professional*

Memberships:

*Construction Financial Management Association, Sacramento Chapter
American Institute of Certified Public Accountants
Financial Executives International*

Experience Summary:

- Executive management team member
- Maintain professional relationships with banks, insurance brokers, CPA firms, and other advisors
- Supervise accounting department and train personnel
- Develop policies and procedures, integrate with other departments, and software implementation
- Prepare and review monthly and annual financial statements
- Budgeting and forecasting
- KPI analysis and industry benchmarking
- Strategic planning and presentation to board of directors
- Identify and resolves problems in a timely manner
- Ability to speak clearly and thoughtfully in front of board of directors and top level management

Professional Experience:

Director of Finance & Accounting, Sebastian Corp., Sacramento/Fresno, CA, March 2019 – Present

- Strategic planning with 10 year forecasting
- Hire and train accounting and administrative personnel
- Process evaluation for accounting and operations
- Develop processes and create culture of continuous improvement
- Branding and business development for Sacramento market growth
- Financial and tax strategies for multiple entities
- Cash flow and finance planning
- Review financials including consolidation and budget comparisons

CFO, Lund Construction Co., North Highlands, CA, 2016 – 2019

- ERP system implementation and customization
- Hire and train accounting and administrative personnel
- Equipment utilization and rate analysis
- Develop processes and create culture of continuous improvement
- Involved with rebranding and business development
- Financial and tax strategies for multiple entities
- Ownership transition strategies
- Collaborate with team to develop and communicate short term and long term goals
- Negotiate credit line and banking needs

Controller/CFO, Ford Construction Company, Inc., Lodi, CA, 2009 – 2016

- Financial reporting and analysis for multiple entities, including intercompany transactions
- Improved communications and processes between accounting, estimating and operations departments
- Equipment fleet tracking including finance negotiations and sales transactions
- Unit cost analysis for quarry productions
- Stockholder tax issues and personal financial statements
- Accounting department restructure, implementation and training
- Employee benefits and insurance renewals
- Worked with attorney and CPA firm on estate valuation and allocation of majority stockholder

Controller, Butterfield Electric, Inc., Woodland, CA, 2009

- Departmental financial reporting and analysis
- Overhead cost analysis and savings strategies
- Cash flow planning and pro-forma projections
- Worked closely with bonding agent to improve bonding capacity

Controller, RTH Contracting, Inc., Elk Grove, CA, 2006 – 2009

- Set up accounting system for start-up company
- Bid rate analysis
- Contract negotiation

CPA/Senior Manager, Burnett + Company LLP, Rancho Cordova, CA, 1998 – 2006

- Managed large client base of construction, real estate development and manufacturing entities
- Prepared and reviewed annual financial statement audits, reviews and compilations
- Tax planning for corporations and high net worth individuals with multiple pass-through entities
- Client projects included entity sale due diligence, general ledger cleanup, entity formation, succession planning and personnel hiring and training
- Provided business consulting on various matters

Staff Accountant, Stephan A. Hecox Accountancy Corp., Sacramento, CA, 1994 – 1998

- Monthly financial statement compilations
- Income tax preparation
- Special projects for developer clients

Technical Qualifications: Microsoft Office Suite, Spectrum, Vista by Viewpoint, Heavy Job Manager, BNA, QuickBooks

IAN McQUOID



Senior Vice President Operations



ROLE/RESPONSIBILITIES:

As Vice President of Operations, Ian is responsible for integrating McCarthy's various departments, including estimating, scheduling, accounting, safety, quality control, management information systems, and contracts into projects as they become necessary. Ian also over sees staffing, overall job cost, schedule, quality, and safety for McCarthy's Sacramento office.

EXPERIENCE:

20 yrs with McCarthy
23 yrs Total Experience

EDUCATION:

Bachelor of Science
Construction Mgmt.
California State
University, Sacramento

RELEVANT PROJECT EXPERIENCE:

Sierra College North Parking Structure - Rocklin, CA

This 488,000 SF design-build project is a five-level parking structure with 1,500 stalls. The project includes associated demolition, site utility relocation, 423,000 SF of site work including the addition of professional tennis courts, and solar elements.

San Juan USD, Del Paso Manor Elementary School New Construction - Sacramento, CA

This project transformed from a \$29 M renovation and modernization project to a \$40.6 M newly constructed elementary school with three single-story buildings that include 32 state-of-the-art classrooms, multi-purpose rooms, administration spaces, a kitchen and a library. The scope also included extensive site work, surface parking and four play structures.

San Juan USD El Camino Fundamental High School Center for the Arts - Carmichael, CA

This project consisted of designing and constructing a new performing arts center and fine arts exhibition venue to meet the needs of El Camino High School. The new PAC was a 11,600 sf building. Among other components, a tiered theater of 500 fixed seats and 100 portable seats in the orchestra area was installed, as well as a merchandise/ticket booth area, lobby/exhibit hall, restrooms, several dressing rooms, and necessary supporting elements. The theater is now used for a variety of school and community lecture and performance functions, including school assembly, lecture, drama, band and orchestra concerts, choral and dance performances, as well as video presentations.

San Juan USD Bella Vista High School Science Classroom - Fair Oaks, CA

The modernization portion of this project includes the repurposing and renovation of the H and J wings. Modernization of all existing classrooms generally included flooring and lighting replacement, as well as the addition of low voltage systems, interior painting, and a new teaching wall with built-in TV. McCarthy also was responsible for several window replacements. Modernization of the existing boys and girls restrooms was very intensive, with a completely new interior lay-out. The new construction portion of the project included the building of a flex space classroom/conference/science lab prep space, encompassing about 7,500 sf.

IAN McQUOID



Senior Vice President Operations

California Department of Corrections & Rehabilitation California Health Care Facility (CHCF) - Stockton, CA

This project consisted of a new 1.2 million sf, design-build correctional healthcare facility with housing for 1,722 patient-inmates, a diagnostics and treatment center, medical office, kitchen, plant maintenance, administrative and other miscellaneous support buildings. This project's scope included 144 acres of sitework and was completed with LEED Silver certification over the fast-paced span of just 18 months, made possible by the schedule control that came with McCarthy's self-performing concrete work.

Chukchansi Gold Resort & Casino Phase II Expansion - Coarsegold, CA

This \$103.3 million, 260,000 sf project was a for a thirteen-story hotel expansion. A basement and sub-basement were added, and McCarthy completed the renovation of the existing casino and five-level, 854-car parking structure. Meeting spaces and administrative offices were added for hotel personnel, while a full service spa, indoor/outdoor pool, restaurant, and arcade renovated for guests and entertainment.

Golden 1 Credit Union Corporate Headquarters - Sacramento, CA

This project was a \$28.4 million, 200,000 sf renovation for Golden 1 Credit Union. The six-story, Class "A" office building was refurbished with full interior improvements and now includes training facilities, an employee lunch room, data center, call center, 900 parking spaces and other general improvements consistent with a financial institution headquarters.

California State Prison Delano II BP 3 - Delano, CA

This project was a \$124 million, 861,000 sf state prison that included 16 "180" building type housing units, totaling 4000 beds and 14 guard towers.

Jacobe Caditz

10312 Fiske Ct · Rancho Cordova · CA 95670

(916) 502-2335 · jccaditz@gmail.com

EXPERIENCE

Sacramento Municipal Utility District (SMUD)

MANAGER, COMMUNITY EDUCATION

Sacramento, CA

NOVEMBER 2020-PRESENT

SUPERVISOR, ENERGY EDUCATION & TECHNOLOGY CTR.

FEBRUARY 2016-NOVEMBER 2020

- Managed SMUD's seven person educational outreach team, promoting renewable energy, efficiency, and increased comfort and convenience. Major educational channels included residential and commercial classes, teacher and student workshops, regional educational stem competitions, and electric technology exhibits.
- Created and implemented unit's first digital outreach strategy, delivering for the first time webinars, on-demand videos, and info-graphics in order to reach a more diverse, broader slice of SMUD's customer base.
- Significant expanded unit's educational outreach by developing MOU's with local school districts for teacher workshops, stem competitions, and other personalized services.
- Implemented robust quantitative metrics to evaluate unit's performance against its own goals as well as compare our performance against programs companywide.

STRATEGIC ACCOUNT ADVISOR II /III

AUGUST 2014-FEBRUARY 2016

- Highest rated account manager by third-party consultant – responsible for managing relationships with SMUD's biggest customers including major school districts and the County of Sacramento.
- Developed strategic partnerships with key customers to improve electric infrastructure, such as upgrading to LED streetlights, installing commercial scale solar, and installing new substations.
- Developed SMUD's prop 39 implementation plan and guided team in understanding scope and potential for Prop 39 related energy efficiency projects throughout regional school systems.

PROJECT MANAGER (LIMITED TERM)

ARIL 2013-AUGUST 2014

- Created program to train high school students in energy efficiency and auditing and fund \$100k in school efficiency upgrades. Was brought on to manage program four months behind schedule and developed and publically launched program within weeks of being hired. After six months, program was awarded CMUA "program of the year."
- Partnered with school districts officials to create region-side interest in program. Wrote RFP for educational services and managed contractor.
- Generated significant media coverage for project, spoke on NPR, KEAR radio, and KCRA channel 3.

Foundation for California Community Colleges

PROGRAM MANAGER, SUPERVISOR

Sacramento, CA

DECEMBER 2011-MARCH 2013

- Supervised Sales and Contract staff, working on negotiating new system-wide contracts for California Community Colleges and managing existing customer accounts. Worked with College purchasing, facilities, and other professionals to identify and address business issues that were not being solved through existing vendors or contracts.

- Developed, released, and awarded cooperative purchasing agreements, and coordinated participating agencies in a statewide advisory board. Supervised three staff members.
- Advocated for and was instrumental in securing a cornerstone partnership with Microsoft Corporation to make low-cost software products available to Community College Students.

Sacramento Tree Foundation

Sacramento, CA

PROGRAM DIRECTOR

NOVEMBER 2006-DECEMBER 2011

- Directed multiple projects and programs, supervised staff of 16 employees, wrote grants and assisted with fundraising, and worked as a member of the Executive Team to draft annual and strategic plans, build the organizational budget, and set policy and procedure.
- Reorganized and combined 3 departments and retrained staff to achieve 39% growth in performance while eliminating seasonal variations in employee work loads. Led program to meet and exceed goals for the 1st time in 5 years, resulting in over \$100,000 worth of bonuses.
- Developed and implemented cutting edge technology projects such as transforming an outdated workflow system into an integrated map based Salesforce CRM tool, and developing the methodology and securing the funding to use remote sensing techniques to monetize the carbon offset benefit of urban shade trees, including recruiting a coalition of local and national partners.
- Planned and implemented new programs including fulfilling the organization's commitment to the first ever parking lot retrofit project by soliciting and winning the support of the Leadership Sacramento Class of 2012, and partnering with the California Department of Public Health to implement the first ever fruit tree distribution program. Cultivated a group of regional partners (SMUD, City of Sacramento, North Natomas Unified School District, Sacramento Municipal Air Quality District, etc.) and led the effort to submit a \$20M urban ecology center grant.
- Delivered key presentations to the Sacramento Tree Foundation and SMUD Board of Directors, local and national conferences, partner organizations, and community groups. Regular media interviews, including Spanish television. Facilitated staff meetings and monthly trainings.
- Chaired the Technical Advisory Committee, organizing a group of regional experts and coordinating trainings and educational classes. Implemented and wrote on-line customer newsletter for educational, promotional, and fund-raising purposes.

Clean Start

Sacramento, CA

FOUNDING PROGRAM COORDINATOR

NOVEMBER 2005-NOVEMBER 2006

- Marketed clean energy business plan competition for regional green-tech incubator.
- Identified eligible clean energy organizations and interviewed potential contestants.
- Researched the California bio-fuel industry and wrote a report detailing the current state of the industry and the potential for exporting technologies to China (Renewable Energy Institute Int).

Katalysis Bootstrap Banking

Stockton, CA

RESEARCH ASSISTANT

OCTOBER 2005-JUNE 2006

- Researched micro-finance programs in Central America and assessed their market ROI and investment requirements. Developed a multi-media based report for executive officers.
- Explored the market potential for programs focusing on micro-finance for youth in Central America.

US Peace Corps Master's International Program

Paraguay, South America

MUNICIPAL SERVICES COORDINATOR

AUGUST 2002-MAY 2006

Page 2 of 4

- Developed a county-wide rural farmers market. Coordinated technical assistance from national agencies and NGOs and fostered community support and participation.
- Designed and implemented a recycling program and coordinated work on a sanitary landfill.
- Partnered with a national NGO to implement a budgetary transparency program for a local municipality. Promoted participation in budget process and evaluated funding requests.
- Drafted curriculum and taught classes on Vermiculture, Bee Keeping, English, and Gardening
- Note: My Peace Corps service was combined with my MBA studies (1 year of school, 2 years' service, and final year of school)

United Way/Grupe Commercial Company

Stockton, CA

PROJECT FEASIBILITY INVESTIGATOR

JANUARY-MAY 2003

- Designed and implemented a study for the feasibility of centrally housing local area nonprofits.
- Conducted interviews with over 150 organizations to engender support for the project.
- Developed access database to organize information, evaluated results, and presented findings.

Sierra Foothills Aids Foundation

Auburn, CA

CASE MANAGER /PROGRAM MANAGER

SEPTEMBER 2000-AUGUST 2002

- Administered \$1M dollar budget and preformed cost/benefit analysis to ensure cost effectiveness.
- Managed a caseload of 80 individuals ranging from adult male professionals to homeless women and children. Provided guidance to clients on a range of issues from severe health complications, substance abuse issues, physical and emotional assault, and navigating public health and financial support agencies.
- Wrote grants, responded to RFPs, and negotiated contractual relationships with service providers.
- Planned fundraising events, organized volunteers, and provided public information about services.

The Population Institute

Washington, D.C.

PUBLIC POLICY INTERN

JANUARY -JUNE 1999

- Met with Members of Congress to promote international family planning and women's rights.
- Attended public hearings, wrote press releases, and researched legislative trends.
- Organized award ceremonies for Congressional Members, arranged media promotions, and attended congressional briefings.

EDUCATION

University of the Pacific, Eberhardt School of Business

Stockton, CA

MBA/ MASTER'S INTERNATIONAL (COMBINED MBA/PEACE CORPS)

AUGUST 2002-MAY 2006

University of Chicago

Chicago, IL

BACHELOR OF ARTS IN LATIN AMERICAN STUDIES

SEPTEMBER 1994 -JUNE 1998

National University of Costa Rica

Costa Rica, Central America

UNIVERSITY OF CHICAGO STUDY ABROAD

AUGUST 1996-DECEMBER 1996

AFFILIATIONS/SKILLS

AFFILIATIONS: Regional Water Authority “Blue Thumb” Partner 2011, Beta Gamma Sigma Honors Society (University of the Pacific MBA), Member of “Leadership Rancho Cordova Class of 2015” and class project president.

LANGUAGES: Fluent in Spanish (ranked advance high in official Peace Corps testing).

HOBBIES/INTERESTS: Rock Climbing (sport/trad), Mountain Biking, Backpacking, Gardening, Guitar, Hanging out with my wife, two kids, two dogs, and 5 chickens.

Timothy A. Murphy

4617 Nottingham Circle | Sacramento, California 95864 | tim@murphyfour.com | (916) 947-8937

LEADERSHIP

Offering leadership skills, comprehensive experience and a broad range of talents in
Business | Organization Management | Communications | Strategy | Civic & Government Affairs

TALENTS

Experienced, capable and honest. More than 20 years of high-profile public and private business experience with a proven track record in association leadership, business development, relationship building, public affairs, and strategic communications.

Decisive, resourceful and self-directed. Ability to successfully design and direct organizational strategy, corporate objectives, and employee teams and functions in multi-unit operations.

Common sense and solution-based management style. Proficient in formulating and administering business plans, financial goals, annual budgets, corporate forecasting, marketing strategies, training, integrated programming and managing the employees who implement them.

Motivated, intuitive and mission-driven. Results oriented strategic planning, business objectives execution, employee motivation, and external relations with an extensive contact base across the Sacramento region business and elected community.

CAREER

Providing exceptional analytical, strategic, communications and leadership skills relating to association management, government/community relations, federal, state and local public policy, media relations and corporate responsibility, combined with a strong work ethic and a proven track record in collaboration and consensus building among diverse interests and all performed in steadily increasing positions of responsibility.

Chief Executive Officer — *Sacramento Regional Builders Exchange* | 2015 - Present
Corporate Responsibility Director — *Aerojet Rocketdyne* | *Easton Development Company* | 2000 – 2015
Public Affairs Representative — *Kaiser Permanente* | 1997 - 2000
District Representative — *California State Senator Tim Leslie, District 1* | 1995 - 1997
Project Manager — *Phoenix Systems and Technologies* | 1993 – 1995
Sales Manager — *Banner Software* | 1992 - 1993
Field Representative — *Kern County Supervisor Karl F. Hettinger* | 1991 – 1992

EDUCATION

Bachelor of Arts Degree in Government, California State University, Sacramento.
Recipient - 2016 Distinguished Alumni Award

PROFESSIONAL & CIVIC SERVICE

Sacramento Metropolitan Chamber of Commerce — *Board Director & Executive Committee Member* | *Metro Chamber Volunteer of the Year, 2009* | *Cap-to-Cap Program Chair 2011* | *MetroPAC Board of Directors* | *Leadership Sacramento Program Chair 2006-08* | *Leadership Sacramento Class of 2001* | *Transportation & Air Quality Committee* | 2014 Nashville Study Mission, Chair
American Leadership Forum — *Senior Fellow*
County of Sacramento — *Planning Commissioner 2013 – 2015* | *Sacramento County Transportation Collaborative 2001-05* | *Measure A Renewal Committee 2003*
California Capital Airshow — *Board of Directors 2011 – Present*
Rancho Cordova Chamber of Commerce — *Board of Directors 1999 – 2008, 2010 – 2015*
Board President 2002 | *Government Affairs Chair* | *RanchoPAC Board Chairman*
City of Elk Grove—*Planning Commissioner 2004-08*
Drexel University, Sacramento — *Board of Advisors 2013 - 2017*
Greater Sacramento Safe Kids Coalition — *Founding Board President 1998-2000*
Women Escaping a Violent Environment (WEAVE) — *Chair, Golf Tournament 1997-2000*

Timothy A. Murphy

4617 Nottingham Circle | Sacramento, California 95864 | tim@murphyfour.com | (916) 947-8937

DETAILED CAREER RESPONSIBILITIES

Chief Executive Officer — Sacramento Regional Builders Exchange (SRBX) | 2015 – Present

Manage the Sacramento Region's premiere advocacy association serving the commercial construction industry. Responsible for long-term planning, administration and management of the SRBX operational activities, personnel, and programs. Responsible for developing and enhancing relationships with other construction related industry groups; the architectural, engineering, and supplier groups; and various regulatory agencies. Develop government relations strategies to respond to state legislative and regulatory issues impacting commercial construction industry. Develop and oversee member communications strategy, promoting industry safety offerings, networking functions, workforce development and educational programs. Oversee activities of not-for-profit SRBX Educational Foundation, promoting educational and workforce development opportunities in the construction industry. Serve as industry spokesperson in print and media news.

Corporate Responsibility Director — Aerojet Rocketdyne / Easton | 2000 – 2015

Design and execute corporate social and public affairs strategies and budget in concert with senior executive management. Develop strategic relationships and capturing opportunities with federal, state and local elected officials, agency directors and key staff to further company's business, real estate and environmental objectives. Manage communications department in planning, development and delivery of internal and external communication publications, internal announcements, newsletters, brochures, advertisements, market support tools and presentations, and various employee communication programs. Directed public relations activities for award-winning public/private transportation partnership. Provide volunteer leadership and company representation with strategic civic and nonprofit organizations to further company's objectives and image. Served as company news media spokesperson.

Public Affairs Representative — Kaiser Permanente | 1997 - 2000

Develop and maintain a distinct corporate presence in the Kaiser Valley Service Area while cultivating relationships with governmental and community leaders. Forecast and develop public policy and philanthropic opportunities aligned with company's philanthropic objectives. Forecast changes in political and regulatory climate and develop strategies for company response and management. Lead public/private partnerships promoting community health, youth safety and transportation management.

District Representative — California State Senator Tim Leslie | 1995 - 1997

Conduct constituent affairs for five counties within the California First Senate District. Build consensus among multiple parties pertaining to wide variety of legislative and public policy issues. Troubleshoot issues and disputes between federal, state, county and local governments, district constituents, civic groups and organizations.

Project Manager — Phoenix Systems and Technologies | 1993 – 1995

Provide community relations services for the Environmental Restoration Program at McClellan AFB. Organize public meetings for McClellan AFB's quarterly public meetings and for McClellan's Environmental Training Facility. Write and produce quarterly newsletters and bi-annual fact sheets for distribution to 3,000+ recipients.

Sales Manager — Banner Software | 1992 – 1993

Responsible for development, marketing and client support of sales markets in Canada and Midwestern United States. Responsible for production and layout of in-house marketing materials and newsletters.

Field Representative — Kern County Supervisor Karl F. Hettinger | 1991 – 1992

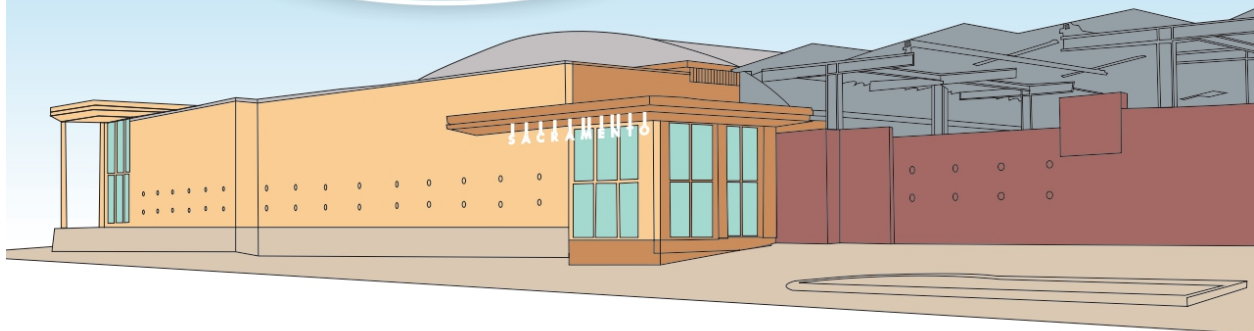
Assist constituency in affairs and inquiries dealing with county government. Analyze impact of proposed statewide legislation on local government. Address larger county issues in concert with county department managers and county executive's office. Write speeches, press releases and act as a media liaison.

APPENDIX C



• For Sale *or* Lease •

501 Arden Way, Sacramento, CA



FREESTANDING MID-CENTURY MODERN BUILDING

SCOTT BENNETT

Senior Vice President

Lic No. 01351389

Dir +1 916 563 3013

scott.bennett@colliers.com

DAVID HERRERA

Executive Vice President

Lic No. 01484908

Dir +1 916 563 3032

david.herrera@colliers.com





An Architecturally Significant Gem

Built in 1957 as a bottling plant for Royal Crown cola, this mid-century industrial property was reconfigured into a furniture showroom at the start of the 21st Century. As you'll see in pictures and in person, the interior space benefits from a thoughtful redesign to create a luxurious feel without masking its inherent architectural charm. Exposed brick, wood-trussed roof and other original details integrate tastefully with modern finishes. Sliding glass panels open to three separate Zen-inspired alcoves that connect the outside with the inside of this creative oasis.

Beyond aesthetics and ample space for collaborative workspaces, the upgrades also cut down on energy costs. Maximizing the use of natural light, a roof treatment that drastically reduces HVAC consumption, and solar panels will help your business function efficiently as well.

Available for Sale | 501 Arden Way | Sacramento | Callers International

Highlights

FOR SALE

501 Arden Way, Sacramento
 ±18,500 SF Building
 APN# 275-0141-010
 Size: 0.69 AC/±29,969 SF
 Zoned: C-2-SP - Light Processing

503 Arden Way, Sacramento
 APN# 275-0141-009
 Size: 0.29 AC/±12,719 SF
 Zoned: C-2-SP - Vacant Commercial

2295 Forrest Street, Sacramento
 APN# 275-0141-008
 Size: 0.29 AC/±12,750 SF
 Zoned: C-2-SP Vacant Commercial IBE

PRICE

- > Sale Price = ~~\$3.9 Million~~ \$2,890,000
- > Building Only Sale Price: \$2,650,000
- > Lease for \$125/SF NNN

ACCESS

- > Frontage on Arden Way - minutes from I-80 and I-5
- > Light rail station less than 500 feet away

PARKING

- > On-site parking lot with 18 covered parking stalls

BUILDING

- > Single-tenant brick industrial built in 1957, extensive renovations and upgrades 1999-2000

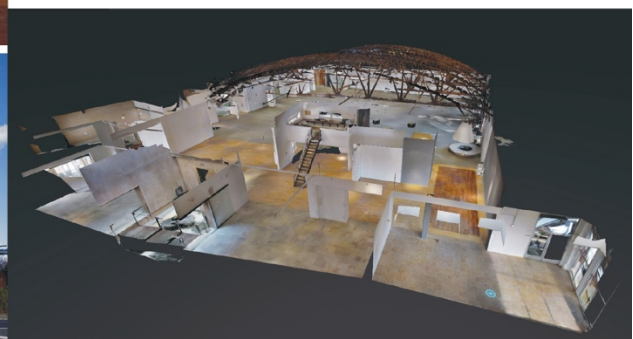
ENTITLEMENTS

- > Approved plans for an additional ±24,000 SF 3-story mixed use development

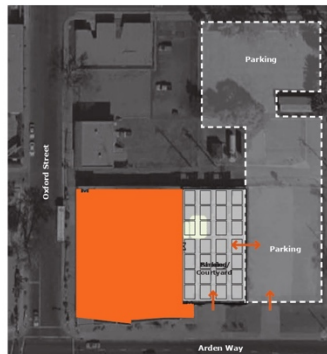


360 Peek Within

> <https://my.matterport.com/show/?m=wTdJGzuyn2t>



Current Floor Plan

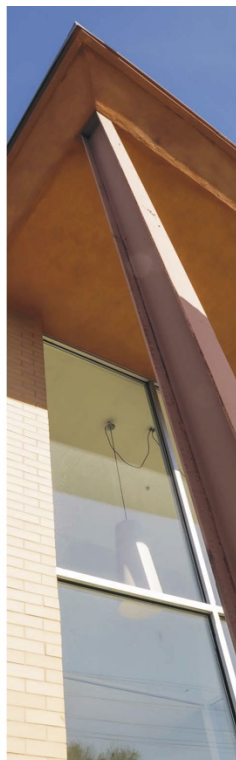
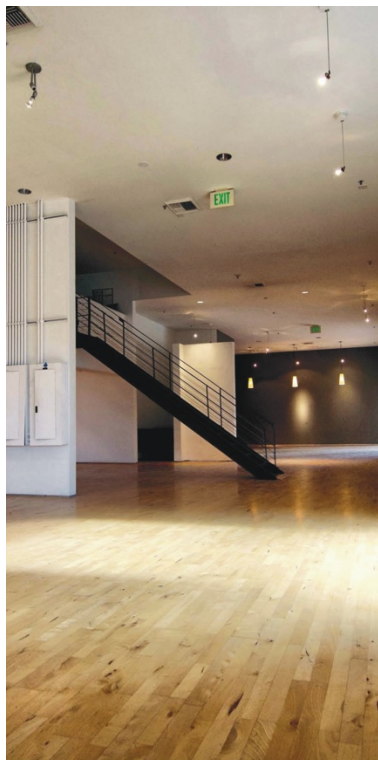


Available for Sale | 501 Arden Way | Sacramento | Colliers International



Unique Upgrades

- › Open floor plan to maximize collaborative space
- › Contemporary finishes blend with mid-century modern architectural elements
- › Generous lighting and electrical upgrades
- › Enclosed atriums open to the inside, add tranquility and tons of natural light
- › Rigid insulation and a 40-year seamless roof for energy efficiency
- › Structurally supported solar over parking



Available for Sale | 501 Arden Way | Sacramento | Colliers International



Location

Getting to this "Uptown" space is easy for all types of employees

- › TRAIN: Less than 500 feet away from the Arden/Del Paso light rail station and only 4 stops outside of the central business district
- › CAR: Access to Capital City Freeway (I-80 Business) is 1 mile away and just 3.2 miles to Interstate 5
- › AIR: Sacramento International Airport is located just 11 miles away along Interstate 5



Available for Sale | 501 Arden Way | Sacramento | Colliers International



Amenities

Within walking distance, get a taste of what the neighborhood has to offer

- [Mama Kim Eats](#) and [Chando's Tacos](#), two well-known food trucks in Sacramento have put down roots with brick-and-mortar eateries a short walk away
- Charming local cafés and other chains nearby offer plenty of variety
- Enjoy live music with food and drinks at [Callison's Bar & Grill](#) and [Son of a Bean Coffee Shop](#), or swing your partner around the dance floor at [Stoney's Rockin' Rodeo](#)
- Admire the creative works of local artists at studios like [Artspace 1616](#) and [1001 Del Paso Works](#)

Entitlements

Plans have been approved for a ±24,000 square foot 3-story mixed use project which includes a mezzanine.



Zoning Uses

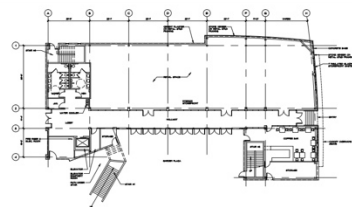
There are many uses for C-2 zoning including but not limited to:

- | | |
|---------------------------------|---|
| ➤ Residential | ➤ Food preparation for off-site consumption |
| ➤ Dormitory | ➤ Office |
| ➤ Duplex | ➤ Restaurant |
| ➤ Indoor amusement | ➤ Retail store |
| ➤ Athletic club, fitness studio | ➤ School |
| ➤ Cinema | ➤ Theater |
| ➤ College extension | ➤ Veterinary clinic |
| ➤ Community market | ➤ Auto sales |
| ➤ Library | ➤ Assembly facility (cultural, religious, social) |
| ➤ Museum | ➤ Nightclub |

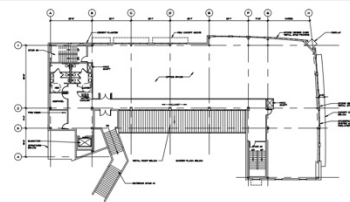
Available for Sale | 501 Arden Way | Sacramento | Colliers International

Proposed

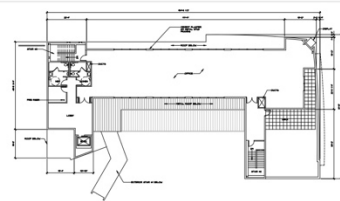
first floor



second floor



third floor





The intersection of Del Paso Blvd and Arden Way was once a major thoroughfare on the historic Route 40 highway. Flashback to the 1940s — it boasted the capital's first streetlights, earning it the nickname "The Great White Way." Art deco style storefronts, once lit up with neon signs, later turned to silhouettes of the past.

Redevelopment funds from the state and the county started flowing into the Del Paso district in 2007. In 2013, the City of Sacramento completed streetscape improvements to beautify Del Paso Blvd and offer street-side parking to the 21,466 cars passing through daily. Once under appreciated, except to entrepreneurs unwilling to pay midtown prices, Old North Sac is geographically situated in a prime territory for the kind of renaissance we've seen in Midtown Sacramento. The completion of the Golden 1 Center and the development of the railyards have already caused developers to search for space across the American River.

Spark Something New

Is your company or startup ready to leave its mark on Sacramento in a big way? You won't find another opportunity to own landmark space in a neighborhood on the brink of a creative revival. Actually, the cultural and artistic transformation of Old North Sacramento is already well underway, as evidenced by the poetic murals prominent along the old main street.

Surround yourself with other innovative entrepreneurs within a few blocks of this ultimate incubator space, including the Sacramento News & Review, Big Idea Theatre, Son of a Bean Coffee & Art, Luck and Courage Brewing, as well as a new craft brewery (King Cong Brewing) and music venue (The Rink Studio) both opening on Del Paso Blvd in 2017.

Available for Sale | 501 Arden Way | Sacramento | Colliers International





Available for Sale | 501 Arden Way | Sacramento | Colliers International

About Sacramento Region

The Sacramento area is a place where exciting opportunities are being created for its 2.3 million residents and growing Sacramento businesses, including the region's rapid emergence as a national leader in several high-growth technology fields. It also offers a welcoming business climate, an abundant and educated workforce from its world-class research and educational institutions, and low costs of living and doing business, the perfect incubator for business development.

Home to the California State Capital, the Sacramento Region is centrally located 75 miles northeast of San Francisco at the confluence of the American and Sacramento Rivers. This location provides convenient market access through several major highways and freeways, the largest rail hub west of the Mississippi, a deep-water shipping channel, and an easily accessible international airport. Several major cities on the West Coast are within the range of a day trip, and destinations across the globe can be reached through the state-of-the-art Sacramento International Airport. Other reasons that Business continue to choose the region include:

CALIFORNIA'S MARKETPLACE POWER: Californians are the largest consumer of new technologies in the U.S.

CALIFORNIA'S POLICY HQ: Home base for federal and state agencies and departments, as well as executive and legislative arms of state government.

AFFORDABILITY: Most cost effective of California's major metro areas, from business costs to the costs of living.

TALENTED WORKFORCE: For ALL occupations, from advanced research to major distribution.

PROGRESSIVE UTILITIES: Two major utilities (PG&E and SMUD) ranked in the top 5 in the U.S. with a strong transportation system: air, roadway, rail, and waterway.

MOMENTUM OF OTHER COMPANIES: The Sacramento Region continues to be a popular destination for high technology, advanced manufacturing, biotechnology, and food sciences, production, and distribution companies.

SACRAMENTO REGION - MAJOR PRIVATE SECTOR EMPLOYERS

Sutter Health - Kaiser Permanente - Dignity Health - Raley's Inc. - Intel Corp. - Wells Fargo & Co. - Hewlett-Packard Co. - Cache Creek Casino Resort - Health Net of California, Health Net Federal Services - VSP Global - Union Pacific Railroad Co. Inc. - Thunder Valley Casino Resort - Northstar California - PRIDE Industries - Blue Shield of California - Aerojet Rocketdyne - Marshall Medical Center - Delta Dental.

SACRAMENTO REGION MAJOR TECHNOLOGY COMPANIES:

Intel Corp. - Hewlett-Packard Co. - Apple Inc. - Aerojet Rocketdyne - Oracle Corp. - TSI Semiconductors Corporation - Teledyne Technologies - Agilent Technologies Inc. - Siemens Healthcare Diagnostics - Volcano Corp. - Monsanto Co. - Vegetable Seeds Division - The Jackson Laboratory West - PASCO Scientific - Marrone Bio Innovations Inc. - ConQuip Inc. - Bente Medical Inc.

POPULATION GROWTH

The Sacramento Region is one of the fastest-growing metropolitan areas in California. The consistent growth of the Sacramento Region is attributed to its desirability as a great place to live and work, while offering a much lower cost of living than the San Francisco Bay Area, Los Angeles, and San Diego metropolitan areas. The Sacramento Region includes the 26th largest metropolitan statistical area in the United States, roughly similar to the Cincinnati, Cleveland, San Antonio, and Orlando metropolitan areas.

The Sacramento Region's population was nearly 2.4 million people in 2015. The region has seen impressive growth over the past five years relative to the state and the nation. From 2010 to 2015, the region grew around 6 percent compared to California's and the United States' respective growth rates of about 5 percent and 4 percent.

SACRAMENTO REGION ECONOMY

With a unique and increasingly healthy mix of economic opportunities for companies and job seekers alike, the Sacramento Region has experienced strong population and steady job growth over the last few decades and is expected to out-pace the national average by more than double over the next ten years. This growth is credit to the diversification and strength of the region's economic base—with a shift from primarily government employment to private sector.

Sacramento Region by the Numbers

Fun Facts



Median Age



36.9

RANK 10TH

Unemployment Rate



5.6 %

RANK 21ST

Annual US Patents



662

RANK 21ST



Average Weather

Max: 73.6 F
Min: 49 F
Average rainfall: 19.6 inches
Average sunny days: 188



Transportation

- > 36.87 Miles of light rail system
- > \$8 million passengers through Sacramento International Airport
- > For 3 years in a row, Sacramento International Airport has been ranked 4th in North America
- > \$870,000 short tons of cargo shipped annually



Economy

- > 8th largest economy in the world
- > 5th biggest city in California
- > 14th in the nation for employee satisfaction
- > Number one for most affordable city near wine country
- > Between 2010 and 2015, 44 tech companies were newly established in Greater Sacramento
- > By 2030, the city has a goal of obtaining 37% of its energy from alternative resources



Public Facilities

- > 19 major public & private colleges/universities



Median Home Value

\$345,100

RANK 57TH

% Population Age 18-34



23.9%

RANK 15TH

Per Capital GDP



\$50,039

RANK 22ND

Average Commute (Minutes)



26.9

RANK 6TH

American Fitness Index



62.4

RANK 10TH

*As compared to the top 25 Metropolitan areas across the United States
Source: Greater Sacramento Economic Council

Source: Sacramento County

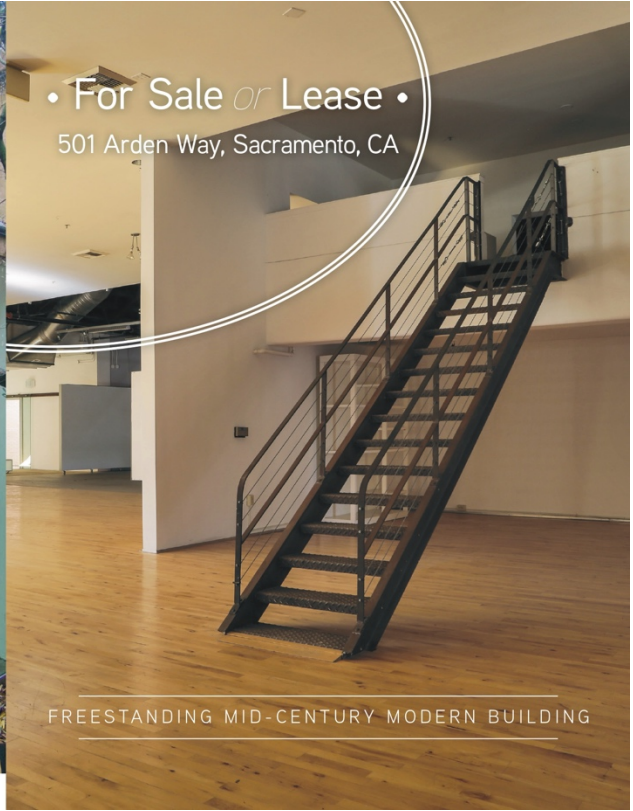
Available for Sale | 501 Arden Way | Sacramento | Colliers International



Available for Sale & 501 Arden Way | Sacramento | Colliers International

• For Sale *or* Lease •

501 Arden Way, Sacramento, CA



FREESTANDING MID-CENTURY MODERN BUILDING

554 offices in
66 countries on
6 continents

ANZ: **192**
United States: **153**
Canada: **34**
Latin America: **24**
Asia Pacific: **39**
EMEA: **112**

\$2.5
billion in
annual revenue

2
billion square feet
under management

16,000
professionals
and staff

About Colliers International

Colliers International is a global leader in commercial real estate services, with more than 16,300 professionals operating out of 502 offices in 67 countries. A subsidiary of FirstService Corporation, Colliers International delivers a full range of services to real estate occupiers, owners and investors worldwide, including global corporate solutions, brokerage, property and asset management, hotel investment sales and consulting, valuation, consulting and appraisal services, mortgage banking and insightful research. Colliers International has been recognized and ranked by the International Association of Outsourcing Professionals' Global Outsourcing 100 for 10 consecutive years, more than any other real estate services firm.

colliers.com/sacramento

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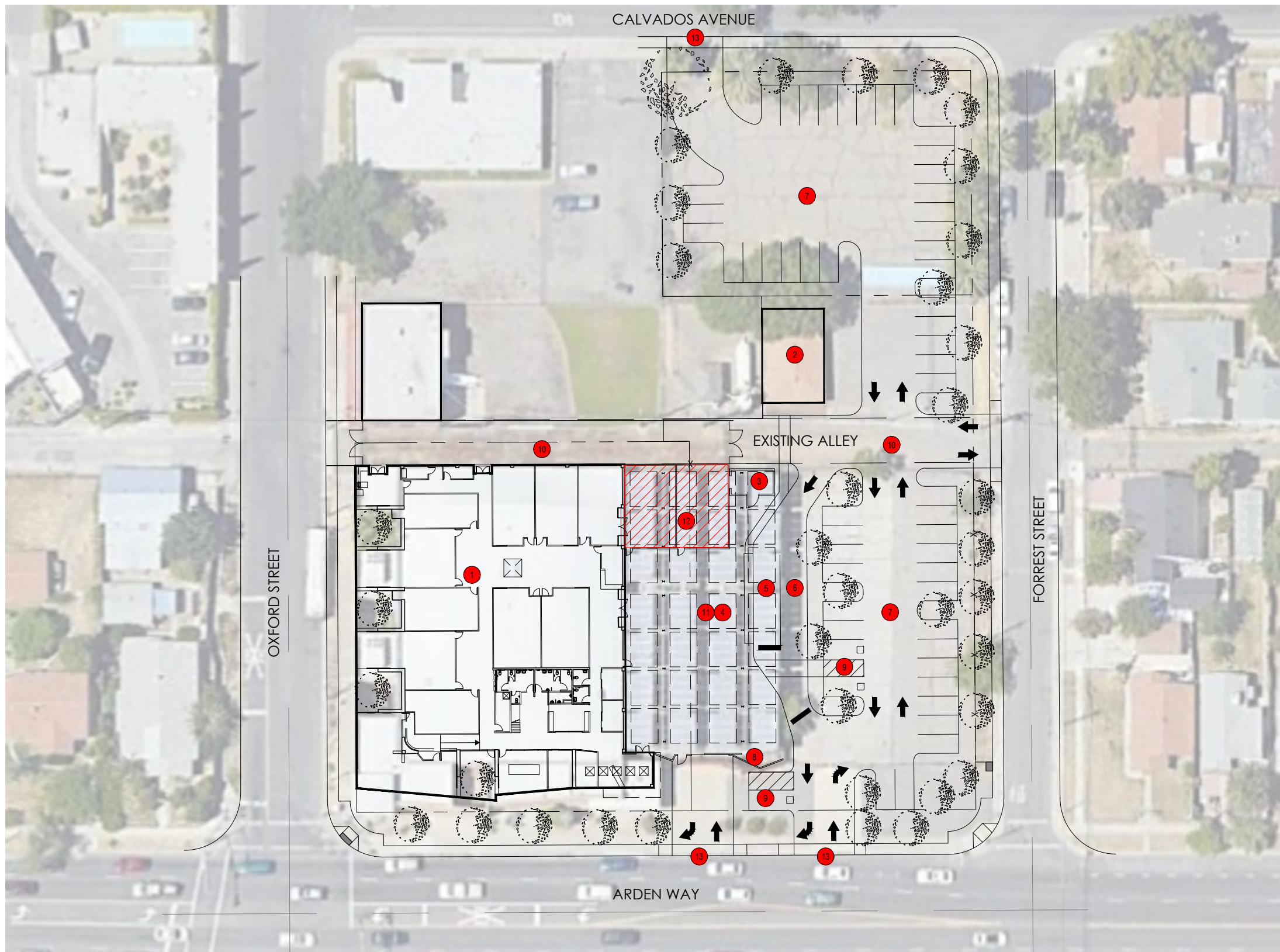
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LEGEND

1. Existing Building
2. Existing Pump Station/Building
3. Existing trash enclosure, relocate gate to allow for bldg. expansion
4. Existing solar canopies, portion to be modified for proposed bldg. expansion
5. Proposed student drop-off area
6. Proposed Escape Lane
7. Proposed Parking stalls
8. Existing Corten Steel Gate
9. ADA parking
10. Existing alley
11. Outdoor learning area
12. Bldg. Expansion area (Lot merge required)-shown hatched
13. Existing Driveway/curb cuts

NOTES

- Perimeter fencing to be determined
- 54 parking stalls provided



STUDIO W
ARCHITECTS

CAPCCA PRO BONO SERVICE

CONCEPTUAL SITE PLAN

501 ARDEN WAY
SACRAMENTO, CA 95815

STUDIO W ARCHITECTS
980 9th St., Suite 2050 Sacramento, CA 95814
916.254.5600 | www.studiow-architects.com

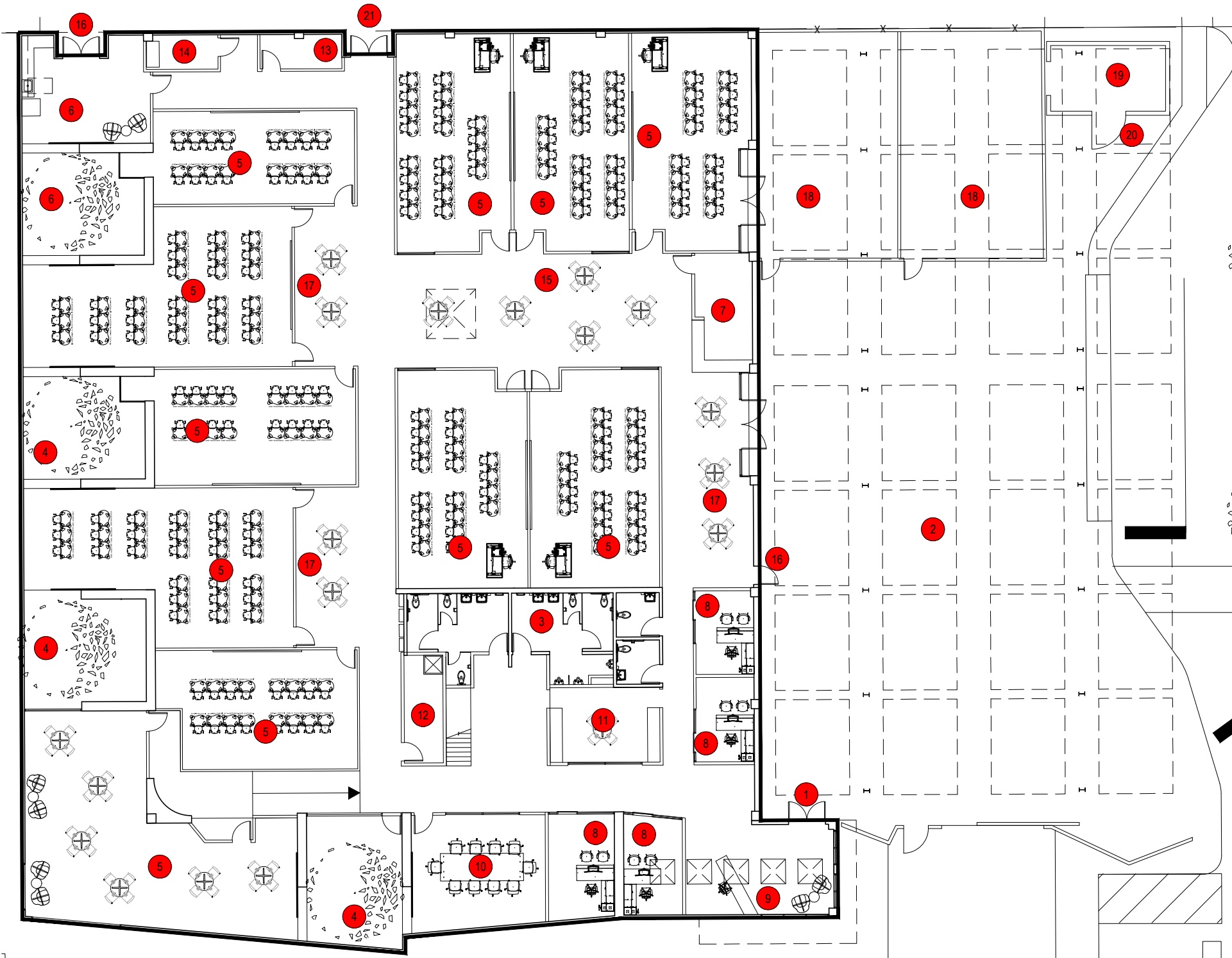


SCALE: 1" = 50'-0"



06/28/2021

SCHEMATIC DESIGN | PAGE 02



LEGEND

1. Main Entry at Administration
2. Outdoor access
3. Expand existing restrooms for CPC compliance
4. Outdoor learning areas (3 Total)
5. Classrooms (11 total)
6. Staff Lounge
7. Food Service (pre-packaged food)
8. Office (4 Total)
9. Reception
10. Conference Room
11. Workroom
12. Janitor Room
13. Storage Room
14. Electrical Room (future expansion?)
15. Learning Hub-Flex space
16. Emergency Exits
17. Break-out Space
18. Additional Classrooms (2 total)
19. Existing Trash Enclosure
20. Relocated trash enclosure gate
21. New Exit Doors



STUDIO W
ARCHITECTS

CAPCCA PRO BONO SERVICE

CONCEPTUAL FLOOR PLAN

501 ARDEN WAY
SACRAMENTO, CA 95815

STUDIO W ARCHITECTS
980 9th St., Suite 2050 Sacramento, CA 95814
916.254.5600 | www.studiow-architects.com



SCALE: 1" = 20'-0"



06/28/2021

APPENDIX D

**LOS RIOS COMMUNITY COLLEGE DISTRICT
2021-2022 ACADEMIC CALENDAR**

American River College - Cosumnes River College - Folsom Lake College - Sacramento City College

SUMMER SESSION 2021*

Instruction Begins	June 7	Monday
Independence Day (in lieu of 4 th)	July 5	Monday
Instruction Ends	August 5	Thursday
Grades Due	August 9	Monday
	35 Days	

FALL SEMESTER 2021*

Instructional Improvement Days	August 19, 20	Thursday, Friday
Instruction Begins	August 21	Saturday
Labor Day Holiday	September 6	Monday
Census Date for Fall Semester Classes	September 7	Tuesday
Veterans Day	November 11	Thursday
Last Day to Withdraw from Full Semester Classes	November 16	Tuesday
Thanksgiving Recess	Nov. 25-Nov.28	Thursday-Sunday
Finals	December 10-16	Friday - Thursday
End of Semester	December 16	Thursday
Winter Recess	Dec. 17-Jan. 3	Friday - Monday
Grades Due (1 st day campus is open in Jan)	January 4, 2022	Tuesday
	82 Days	

SPRING SEMESTER 2022*

Instructional Improvement Days	January 13,14	Thursday, Friday
Instruction Begins	January 15	Saturday
Dr. Martin Luther King, Jr. Day	January 17	Monday
Census Date for Spring Semester Classes	January 31	Monday
Lincoln Day	February 18	Friday
Washington Day	February 21	Monday
Spring Recess	Apr. 11- 17	Monday-Sunday
Last Day to Withdraw from Full Semester Classes	April 17	Sunday
Finals	May 12-May18	Thursday-Wednesday
End of Semester	May 18	Wednesday
Grades Due (7 days after end of semester)	May 25	Wednesday
Memorial Day	May 30	Monday
	82 Days	

*During all terms, classes are offered in additional formats to enhance student opportunity: 1st and 2nd eight week sessions; 1st, 2nd and 3rd five week sessions; as well as weekend only classes. Examples might include four, five, six and eight week sessions and weekend courses, as well as other session lengths.

NOTE: Classes may be scheduled on all days during the Summer term including Friday through Sunday; the count of days, though, is Monday-Thursday only as those are the primary days when instruction is offered. Both the Fall and Spring terms have scheduled instructional days, such as Saturdays, that are not included in the number of days shown above. Those additional days ensure the district is in compliance with the requirements of Title 5 of the California Code of Regulations, sections 58120 and 58142.

Approved by the Board of Trustees – December 18, 2019

APPENDIX E

Draft Pathway -- Design Technology

8th Grade Course Outline		College Units Completed
Fall	Spring	
English 9	English 9	
Applied Construction Math 1	Applied Construction Math 1	
Biology	Biology	
Environmental Health and Safety	Study Hall	
Foreign Language	Foreign Language	
Study Skills	Study Skills	
Block Day		
HCD 310 College Success (3 units)	HCD 330 Life & Career Planning (3 units)	6
Introductory to Craft Skills	Introductory to Craft Skills	

10th Grade Course Outline		College Units Completed
Fall	Spring	
English 10	English 10	
Applied Construction Math II	Applied Construction Math II	
Biology	Biology	
PE	PE	
Foreign Language	Foreign Language	
Block Day		
DESG N 300	DESG N 301	6
Construction Technology	Construction Technology	
Summer (SEE COMMENT)		3

11th Grade Course Outline		College Units Completed
Fall	Spring	
English 11	English 11	
HIST 307 (IGETC Area 4)	HIST 310 (IGETC Area 4)	6
Applied Construction Math III	Applied Construction Math III	
Chemistry	Chemistry	
PE	PE	
Study Hall	Study Hall	
Block Day		
DESG N 302	DESG N 328	6
NCCER Level I	NCCER Level I	
Summer (DESG N 328)		3

12th Grade Course Outline		College Units Completed
Fall	Spring	
ENGWR 300 (IGETC Area 1)	ENGWR 302 (IGETC Area 1)	6
POLS 301 Intro to Gov: US (IGETC Area 4)	ECON 302 Prin of Microecon (IGETC Area 4)	6
STAT 300	ANTH 310	6
Capstone	Capstone	
Study Hall	Study Hall	
Block Day		
DESG N 325	DESG N 498	6
NCCER Level II	NCCER Level II	
Summer (PHYS 310)		5

Total Units Completed in High School

+1, Fall Semester Course Outline	+1, Spring Semester Course Outline	College Units Completed
DESGN 340	DESGN 330	5
DESGN 350	DESGN 360	5
DESGN 310	DESG N 498	5

Total College Units 74

Notes:
IGETC Area 6, Language Other than English will be
INDICATES COMMUNITY COLLEGE COURSES TAKEN AT ARC
INDICATES COMMUNITY COLLEGE COURSES TAKEN ONLINE
INDICATES COMMUNITY COLLEGE COURSES TAKEN VIA ADVANCED EDUCATION OR AS A TRADITIONAL COLLEGE STUDENT ON THE COLLEGE CAMPUS

Draft Pathway -- Engineering Technology

8th Grade Course Outline		College Units Completed
Fall	Spring	
English 9	English 9	
Applied Construction Math 2	Applied Construction Math 2	
Biology	Biology	
Environmental Health and Safety	Study Hall	
Foreign Language	Foreign Language	
Study Skills	Study Skills	
Block Day		
HCD 310 College Success (3 units)	HCD 330 Life & Career Planning (3 units)	
Introductory to Craft Skills	Introductory to Craft Skills	

6

10th Grade Course Outline	
Fall	Spring
English 10	English 10
Applied Construction Math 3	Applied Construction Math 3
Chemistry	Chemistry
PE	PE
Foreign Language	Foreign Language
Block Day	
DESG N 300	DESG N 320
Construction Technology	Construction Technology
Summer (SEE COMMENT)	

11th Grade Course Outline		
Fall	Spring	
English 11	English 11	
HIST 307 (IGETC Area 4)	HIST 310 (IGETC Area 4)	6
Earth and Space Science	Earth and Space Science	
PE	PE	
Study Hall	Study Hall	
Block Day		
MUFHL 308	DESG N 310	6
NCCER Level I	NCCER Level I	
Summer (SEE COMMENT)		3

12th Grade Course Outline		
Fall	Spring	
ENGWR 300 (IGETC Area 1)	ENGWR 302 (IGETC Area 1)	6
Government	Economics	
STAT 300	ANTH 310	6
Capstone	Capstone	
Study Hall	Study Hall	
Block Day		
IGETC	DESG N 328	6
NCCER Level II	NCCER Level II	
Summer (PHYS310)	Total Units Completed in High School	48

+1, Fall Semester Course Outline	+1, Spring Semester Course Outline	College Units Completed
DESG N 330		
DESG N 340		
DESG N 350		
POLS 301		

Total College Units 66

Notes:
IGETC Area 6, Language Other than English will be
INDICATES COMMUNITY COLLEGE COURSES TAKEN AT ARC
INDICATES COMMUNITY COLLEGE COURSES TAKEN ONLINE
INDICATES COMMUNITY COLLEGE COURSES TAKEN VIA ADVANCED EDUCATION OR AS A TRADITIONAL COLLEGE STUDENT ON THE COLLEGE CAMPUS

IGETC Category	Courses			
Area 1: English Communication For CSU, choose one course from each area for a total of three courses (three units each for a total of nine units). For UC, choose two courses, one from area 1A and one from area 1B (three units each for a total of six units). Complete area 1C if you are completing an associate degree for transfer (ADT).	ENGWR 300 (IGETC Area 1A)	ENGWR 302 (IGETC Area 1B)	SPEECH 301 Public Speaking (Area 1C)	
Area 2: Mathematical Concepts and Choose one course for a total of three units.	STAT 300 (IGETC Area 2)			
Area 3: Arts and Humanities Choose one course from each area, plus an additional course from either area, for a total of four courses.	MUFHL 308 (IGETC Area 3A)	ANTH 310 Cultural Anthropology (Area 3A)	HUM 300 Classical Humanities (Area 3B)	
Area 4: Social and Behavioral Sciences Choose three courses from at least two different areas for a total of nine units.	HIST 307 (IGETC Area 4F)	ECON 302 Principles of Microeconomics (Area 4B)	POLS 301 Introduction to Government: United States (Area 4H)	
Area 5: Physical and Biological Sciences Choose one course from each area for a minimum of seven to nine units. Courses in area 5C may also be used in areas 5A or 5B where appropriate. Related lecture courses must be completed prior to or concurrently with lab.	PHYS 310 (IGETC Area 5A)	GEOL 300 Physical Geology (area 5B)	GEOL 300 Physical Geology Lab (area 5C)	
Area 6: Language Other Than English This is a UC requirement only. Students must demonstrate proficiency equivalent to two years of high school study in a single language. The following courses also fulfill this requirement. Consult a counselor for more information on how to fulfill this requirement.				
US History, Constitution, and American Ideals This is a CSU graduation requirement only – it is not required for IGETC certification. Choose one of the following options.	HIST 310 (IGETC Area 4F)			

GE Degree Requirements		Courses		
Area 1: Humanities				
One course for a minimum of three units		MUFHL 308 (IGETC 3a)		
Area 2: Language and Rationality				
Choose two courses for a minimum of six units. Complete one course (three units minimum) in each area.		ENGWR 300 (IGETC Area 1A)	ENGWR 302 (IGETC Area 1B)	
Area 3: Living Skills				
Choose one course from area III (a) and a minimum of two units from area III (b), for a minimum of three units total. This area can also be fulfilled by Military Service Credit (honorable discharge) with a minimum of one year active duty service. Submit a copy of DD214 to Admissions and Records as verification.		HCD 310	HCD 330	FITNS 400/
Area 4: Natural Sciences				
One course for a minimum of three units		PHYS 310 (IGETC Area 5A)		
Area 5: Social and Behavioral Science				
Choose two courses for a minimum of six units. Complete one course (three units minimum) in each area.		HIST 307 (IGETC Area 4)	HIST 310 (IGETC Area 4)	
Area 6: Ethnic/ Multicultural Studies				
Choose a minimum of three units from the following courses.		ANTH 310/ MUFHL 315/ MUFHL 330 (Advanced ED summer)		

APPENDIX F



April 8, 2021

To Whom It May Concern:

American River College is one of the colleges in the Los Rios Community College District. The college has serving the Sacramento area since 1965 under that name but our history of serving the community dates back to 1942 when we were Grant Union Junior College. We offer associate degrees and certificates transfer students to other colleges and universities. We help people upgrade their skills and get gainful employment. ARC has had a long history of successful educational partnerships. At ARC, we are committed to transforming the lives of all students and make it our mission to place our students first. We look forward to the establishment of the Capital College and Career Academy.

We work with our feeder school districts to develop dual enrollment opportunities and have worked with some charter schools to do the same. We look forward to the Capital College and Career Academy establishing itself in our service area and having accurate projected enrollment. Once we have that, then we will work with them to examine how best to setup a CCAP agreement for dual enrollment opportunities to assist.

Best Regards,

Derrick W. Booth, Ph.D.

Derrick W. Booth, Ph.D.
Interim Associate Vice President of Workforce Development



**Dr. Frank Lilly, Professor of Graduate and Professional Studies in Education
Director of Accelerated College Entrance (ACE) Dual Enrollment Program**

California State University, Sacramento
6000 J Street • ALP 221 • Sacramento, CA 95819-6079

(916) 278-4120 • frlilly@csus.edu

• <https://www.csus.edu/undergraduate-studies/accelerated-college-entrance/>

May, 2021

To Whom It May Concern:

Created in 1985, the Accelerated College Entrance (ACE) program is a unique program at California State University, Sacramento that allows qualified high school students to enroll in university-level courses while completing regular high school studies. The CSU system mandate underlying ACE is: "...to assist high schools in meeting the needs of gifted and talented students, as well as to expand CSU efforts to encourage more able students from underrepresented groups to participate in university studies." This stems from the CSU Chancellor - Executive Order 461, *CSU - Step to College* (1984).

Capital College and Career Academy (CCCA) is setting out to be a rigorous college-infused high school where students no longer have to choose between college or a career. Students have a heavy emphasis on experiential learning using the construction trades as an avenue into a career. Students participate in a career exploration phase, then actively interning at their partner company while working towards tangible certifications and credentials that will prepare them for a job and or a four-year university immediately after graduation.

CCCA aspires to be the kind of high school ACE is actively seeking to support in the endeavor to enrich student opportunity and experience regarding education and career pathways. ACE will welcome their success and collaborate toward dual enrollment opportunities encouraging these pathways.

Sincerely,

A handwritten signature in blue ink that reads "Frank R. Lilly".

Frank R. Lilly, PhD
Professor, College of Education
Department of Graduate and Professional Studies in Education
Director: Accelerated College Entrance
Sacramento State University
6000 J. Street
Sacramento, CA 95819-6079
frlilly@csus.edu
<https://www.csus.edu/undergraduate-studies/accelerated-college-entrance/>

THE CALIFORNIA STATE UNIVERSITY • Bakersfield • Chico • Dominguez Hills • Fresno • Fullerton • Hayward • Humboldt • Long Beach • Los Angeles • Maritime Academy
Monterey Bay • Northridge • Pomona • Sacramento • San Bernardino • San Diego • San Francisco • San Jose • San Luis Obispo • San Marcos • Sonoma • Stanislaus

APPENDIX G

Capital College & Career Academy Portfolio Interview Rubric				
	Below Standard	Approaching Standard	At Standard	Above Standard ✓
Explanation of Ideas & Information	<ul style="list-style-type: none"> • uses too few, inappropriate, or irrelevant descriptions, facts, details, or examples to support ideas of pillars when answering questions. • presentation does not adequately reflect time spent at CCCA 	<ul style="list-style-type: none"> • uses some descriptions, facts, details, and examples that support ideas of pillars, subjects areas, and years spent at CCCA, but there may not be enough, or some are irrelevant 	<ul style="list-style-type: none"> • uses relevant, well-chosen descriptions, facts, details, and examples from all subject areas/years at CCCA to support ideas about all pillars. • presentation reflects a balanced view of time spent at CCCA. 	
Organization	<ul style="list-style-type: none"> • does not include important parts required in the portfolio interview • does not have a main idea or presents ideas in an order that does not make sense • does not have an introduction and/or conclusion • uses time poorly; the whole presentation, or a part of it, is too short or too long 	<ul style="list-style-type: none"> • includes at least 10 pieces of evidence from a variety of subject areas and grade levels. • moves from one idea to the next, but main idea may not be clear or some ideas may be in the wrong order • has an introduction and conclusion, but they are not effective • generally times presentation well, but may spend too much or too little time on a topic, a/v aid, or idea 	<ul style="list-style-type: none"> • includes at least 10 pieces of evidence from a variety of subject areas and grade levels. • states main idea and moves from one idea to the next in a logical order, emphasizing main points in a focused, coherent manner • has an effective introduction and conclusion • organizes time well; no part of the presentation is rushed, too short or too long 	
Eyes, Body, & Voice	<ul style="list-style-type: none"> • does not look at audience; reads notes or reads directly from eportfolio • lacks poise and confidence (fidgets, slouches, appears nervous) • wears clothing inappropriate for the occasion • mumbles or speaks too quickly or slowly • frequently uses "filler" words ("uh, um, so, and, like, etc.") 	<ul style="list-style-type: none"> • makes infrequent eye contact; reads notes or reads directly from eportfolio most of the time • shows some poise and confidence (only a little fidgeting or nervous movement) • makes some attempt to wear clothing appropriate for the occasion • speaks clearly most of the time; sometimes too quickly or slowly • occasionally uses filler words 	<ul style="list-style-type: none"> • keeps eye contact with audience most of the time; only glances at notes or eportfolio • looks poised and confident • wears clothing appropriate for the occasion • speaks clearly; not too quickly or slowly • speaks loudly enough for everyone to hear; changes tone to maintain interest • rarely uses filler words 	
Presentation Aids	<ul style="list-style-type: none"> • does not use eportfolio • attempts to use one or a few audio/visual aids or media but they distract from or do not add to the presentation 	<ul style="list-style-type: none"> • uses eportfolio, but the portfolio sometimes distracts from or does not add to the presentation 	<ul style="list-style-type: none"> • uses well-produced eportfolio to clarify information, emphasize important points, strengthen arguments, and add interest 	
Response to Audience Questions	<ul style="list-style-type: none"> • does not address audience questions (goes off topic or misunderstands without seeking clarification) 	<ul style="list-style-type: none"> • answers some audience questions, but not always clearly or completely 	<ul style="list-style-type: none"> • answers audience questions clearly and completely • seeks clarification when interviewer questions are unclear 	

Presentation Rubric adapted from BIE.org for CCCA Purposes / Grade 12/ Page 1

Capital College & Career Academy Portfolio Interview Rubric				
	Below Standard	Approaching Standard	At Standard	Above Standard ✓
Cover Letter	<p>Writer needs more practice to improve Ideas and Content, Voice, Word Choice, Sentence Fluency and Conventions.</p> <p>(AUTOMATIC NO PASS IF COVER LETTER IS NOT PRESENT)</p>	<p>Ideas and Content – The development is still basic or general. Minimally addresses high school readiness in academics, arts and citizenship</p> <p>Voice – The writing seems sincere but the writer does not clearly convey their interest or passion resulting in an essay is not compelling</p> <p>Word Choice – The language is functional, even if it lacks much energy. It is easy to figure out the writer's meaning on general level.</p> <p>Sentence Fluency – Although sentences may not seem artfully crafted, they get the job done in a routine fashion. Some sentence variety is attempted.</p> <p>Conventions – Writer shows reasonable control over a limited range of standard writing conventions (e.g. spelling, punctuation, capitalization, paragraphing, formatting). Errors may impair readability.</p>	<p>Ideas and Content – The paragraphs are clear and focused. It holds the reader's attention. Relevant anecdotes and details enrich beyond the obvious to prove achievements in academics, arts and citizenship.</p> <p>Voice – The writing is individual, compelling and engaging. The writer crafts the piece with an awareness and respect for the audience and purpose.</p> <p>Word Choice – Words convey the intended message in a precise, interesting and natural way. The words are powerful and engaging.</p> <p>Sentence Fluency – The writing has an easy flow and rhythm. Sentences are well built with strong and varied structure.</p> <p>Conventions – The writer demonstrates a strong grasp of standard writing conventions (e.g. spelling, punctuation, capitalization, paragraphing, formatting) and uses them to enhance readability with few, if any errors.</p>	

Presentation Rubric adapted from BIE.org for CCCA Purposes / Grade 12/ Page 2

APPENDIX H



Capital College & Career Academy

The following is a list of steps taken when a student is struggling academically. The goal is to ensure students are making adequate progress towards graduation. Time frame for this process would be approximately one whole semester. These key benchmarks directly align with our school wide MTSS process.

Checkpoint 1: Entrance Date _____

- ☐ Student has been determined to be struggling academically
- ☐ Teacher communicates concern to parents
 - ☐ Monday emails
 - ☐ Phone call
 - ☐ Implement classroom level strategies
 - ☐ Discuss resources available to student
- ☐ Enroll in math lab (if math is a struggle)
- ☐ Enroll in spanish lab (if spanish is a struggle)

Exit Date: _____

Checkpoint 2: Entrance Date _____

- ☐ Student is on the 2.0 list for 2 consecutive grade checks (4 weeks) and not making academic progress
 - ☐ Email/ Phone Call from Academy Coordinator
- ☐ SST is held
 - ☐ Add in organization support
 - ☐ Require attendance at Grade Level Learning Time
 - ☐ Discuss resources available to student
 - ☐ Work in computer lab if unsuccessful in LC
 - ☐ Add support workshop
- ☐ Discuss educational benefit for the student

Exit Date: _____

Checkpoint 3: Entrance Date _____

- ☐ Student is on the 2.0 list for 2 consecutive grade checks (4 weeks) and not making academic progress
 - ☐ Email/ Phone Call from Academy Coordinator
- ☐ SST 2
- ☐ Intervention meeting with staff member
 - ☐ Evaluate time on campus
- ☐ Initial Educational Benefit letter provided during meeting

Exit Date: _____

Checkpoint 4: Entrance Date _____

- ☐ Student placed on academic probation/ SST 3
- ☐ Intervention meeting with staff member
 - ☐ Evaluate time on campus
- ☐ Referral to SPED/ 504 if data shows potential qualification
- ☐ Final Educational Benefit letter provided during meeting

Exit Date: _____

APPENDIX I

<div></div> <div>Capital College & Career Academy</div> <div>Academic Calendar</div> <div>2022-2023</div>																						
Semester 1							Holidays and Non Student Days							Semester 2								
July 2022							July							January 2023								
Su	M	T	W	Th	F	S	4th		Independence Day					Su	M	T	W	Th	F	S		
					1	2	August							1	2	3	4	5	6			
3	4	5	6	7	8	9	1st- 3rd		Staff Development Days					8	9	10	11	12	13			
10	11	12	13	14	15	16	September							15	16	17	18	19	20	21		
17	18	19	20	21	22	23	5th		Labor Day					22	23	24	25	26	27	28		
24	25	26	27	28	29	30	2nd		Minimum Day					29	30	31					4/1	
31							October															
							10th		Staff Development Day													
							November															
August 2022							10th		Minimum Day					February 2023								
Su	M	T	W	Th	F	S	11th		Veteran's Day (Observed)					Su	M	T	W	Th	F	S		
	1	2	3	4	5	6	21st- 25th		Thanksgiving Break													
7	8	9	10	11	12	13	December							5	6	7	8	9	10	11		
14	15	16	17	18	19	20	26th- 30th		Winter Break					12	13	14	15	16	17	18	19	
21	22	23	24	25	26	27	January							19	20	21	22	23	24	25		
28	29	30	31			29/30	2nd- 6th		Winter Break					26	27	28	29				1/2	
							16th		M. L. King Jr. Day													
							February															
							3rd		Staff Development Day													
							20th		Presidents Day													
September 2022							March							March 2023								
Su	M	T	W	Th	F	S								Su	M	T	W	Th	F	S		
					1	2	3	24th		Minimum Day									1	2	3	
4	5	6	7	8	9	10	27th- 31st		Spring Break					5	6	7	8	9	10	11		
11	12	13	14	15	16	17	April							12	13	14	15	16	17	18	19	
18	19	20	21	22	23	24	3rd		No School					19	20	21	22	23	24	25		
25	26	27	28	29	30	31/4	21st		No School					26	27	28	29	30	31	4/1		
							24th		Staff Development day													
							May															
October 2022							5th		Minimum Day					April 2023								
Su	M	T	W	Th	F	S	29th		Memorial Day					Su	M	T	W	Th	F	S		
						1	Important Parent Dates															
							Welcome to CCCA Parent Night TBD															
2	3	4	5	6	7	8	Dual Enrollment FAQ TBD							2	3	4	5	6	7	8		
9	10	11	12	13	14	15	Parent Committee Meeting TBD							9	10	11	12	13	14	15	16	
16	17	18	19	20	21	22	Coffee with with Director TBD							16	17	18	19	20	21	22	23	
23	24	25	26	27	28	29	Parent Committee Meeting TBD							23	24	25	26	27	28	29	30	
30	31					30/31	Lunch with the Counselor TBD							30							1/2/23	
							Parent Committee Meeting TBD															
							Spring College Night TBD															
November 2022							Important Student Dates							May 2023								
Su	M	T	W	Th	F	S	CCCA Fall Job Exploration Fair TBD							Su	M	T	W	Th	F	S		
							CCCA Spring Job Exploration Fair TBD															
							1st day of CRC Instruction for Fall Semester TBD															
6	7	8	9	10	11	12	Last day of CRC Instruction for Fall Semester TBD							7	8	9	10	11	12	13		
13	14	15	16	17	18	19	1st day of CRC Instruction for Spring Semester TBD							14	15	16	17	18	19	20		
20	21	22	23	24	25	26	Last day of CRC Instruction for Spring Semester TBD							21	22	23	24	25	26	27		
27	28	29	30			19/27	First Intercession 12 days							28	29	30	31			3/2		
							First Quarter Ends - m/d/y 82 days															
December 2022							First Semester Ends - m/d/y 82 days							June 2023								
Su	M	T	W	Th	F	S	Third Quarter Ends - m/d/y 82 days							Su	M	T	W	Th	F	S		
							Second Semester Ends - m/d/y 82 days															
4	5	6	7	8	9	10	Second Intercession 12 days							4	5	6	7	8	9	10		
11	12	13	14	15	16	17	Semester 1 Finals: 12/2, 5-7							11	12	13	14	15	16	17		
18	19	20	21	22	23	24	Semester 2 Finals: 5/12, 15-17							18	19	20	21	22	23	24		
25	26	27	28	29	30	31								25	26	27	28	29	30	6/1		
						17/34																
www.capecca.org																						

APPENDIX J

CCCA Instructional (Counselors, Librarian, SPED Support) Goal Setting Document
Capital College & Career Academy

Name: Evaluator(s): Position: Academy/Dept: School Year:	Directions for Use Directions: <i>This document contains both employee and evaluator (supervisor sections). The timeline below describes how the document should be used during a full academic year. Mutually-agreed upon adjustments may be made for employees hired mid-school year.</i> <ul style="list-style-type: none"> • <u>August 30:</u> Employee completes Part 1. • <u>October 1:</u> The employee discusses the self-rating and self-reflection areas with their supervisor and uses this information to establish goals (Part 2) for the school year in consultation with their supervisor. • <u>November 30:</u> Employee completes First Reflection and reviews with supervisor. • <u>February 28:</u> Employee completes Second Reflection and reviews with supervisor. • <u>May 15:</u> Employee completes Final Reflection and reviews with supervisor. • <u>June 15:</u> Evaluator completes the Summary Evaluation document (separate) and reviews it with the employee. • <u>June 30:</u> Evaluator files paper copy of Summary Evaluation with the Business Office
---	--

Please email /share this completed form to your supervisor prior to your goal setting meeting.

Part 1 - Reflection on Standards

Use the level descriptors below to help you determine your areas of strengths and areas for growth in whatever professional standards listed below best fit your role. This self assessment will give you information about your teaching practice that will assist you in developing your goals this year.

-
- ☐ Level 1-Emerging/Exploring-I am beginning to gain knowledge and ideas in this area to support teaching and learning and I have implemented some elements of this area. This is an area that is developing for me.
 - ☐ Level 2-Application-I am implementing elements of this area frequently with increased understanding. This is an area in which I have some confidence.
 - ☐ Level 3- Integration-I have an expanded understanding and I regularly implement elements of this area. This is an area in which I am moving towards becoming an expert.
 - ☐ Level 4-Inspiration-I have a significant understanding and experience in the implementation of this strategy. This is an area of professional strength for me.
-

- [CASC Standards](#) for school counselors (standards start on pg 19)
- [CA Library Standards](#)
- [Traits of the NCS Professional](#)
- Or other appropriate professional standards

NOTE: Summary Evaluation will be based on Traits of the NCS Professional

Part 2 - Setting Specific Goals

Use your reflection above, in conjunction with the goal setting tips below, to set two specific goals for the year. Share this document with your supervisor before your meeting.

Ask yourself these following questions:

- What do I want to change about my practices that will effectively impact student learning? (The decision should be grounded in evidence)
- What is my rationale for this goal?
- How can I develop a plan of action to address my professional learning? (The plan should include new learning and how you will apply it)
- How will I know if I accomplished my objective? (Be able to show evidence of growth to prove change in practice has occurred)
- How will my goals be reflective of goals set in my most recent mid-level or portfolio review?

A specific goal that can be measured has a much greater chance of being accomplished than a general goal. Be sure your measurable goal you set is very specific and clear. You can use this table to help you develop your measurable goal (optional)

Guiding Questions	Sample
1. What is your specific and measurable goal?	<i>90% of 5th grade students will write a basic 3-4 paragraph summary of expository text</i>
2. What is your baseline data? Answers WHY you possibly chose this goal.	<i>60% of the students were unable to write a basic summary</i>
3. What is your target date for meeting this goal (timeline)?	<i>By the end of the unit (check progress midway)- <u>specific date (March 2019)</u></i>
4. How will you know whether you have met your goal (evidence)?	<i>Completed summaries evaluated using rubric-introductory paragraph, 2 paragraphs related to important information, concluding paragraph</i>
5. What specific instructional/advising strategies and materials will you consider/use/adapt (strategies)?	<i>Direct instruction about summaries and related rubric, think-aloud modeling, scaffolding, peer conferencing, teacher conferencing</i>

Example:

Goal-I will teach my students to write a summary with multiple paragraphs.

REVISED Measurable Goal: 90% of 5th grade students will write a basic 3-4 paragraph summary of expository text by May 2019. I will use a variety of teaching strategies to obtain this goal such as direct instruction about summaries and related rubric, think-aloud modeling, scaffolding, peer conferencing, and teacher conferencing.

GOAL #1: Professional Goal --From the California Standards for the Teaching Profession <i>(Use the samples above to generate your goal)</i>
What is one goal related to the California Standards for the Teaching Profession you want to focus on for this school year?
Why did you choose this goal?
What support and resources do you need in order to meet this goal?
What professional learning will you engage in that will support your progress towards your goal?
What are your next action steps with a <u>specific timeline</u> in reaching your goal?

GOAL #2: Programmatic/Department Goal--Curriculum, Advising, Caseload Management, etc.
(Use the samples above to generate your goal)

What is your measurable goal related to your Academy Program for this school year?

Why did you choose this goal?

What support and resources do you need in order to meet this goal?

What professional learning will you engage in that will support your progress towards your goal?

What are your next action steps with a specific timeline in reaching your goal?

CCCA Instructional (Teacher, Advisor, Ed. Specialist) Goal Setting Document
Capital College & Career Academy

Name: Evaluator(s): Position: Academy/Dept: School Year:	Directions for Use Directions: <i>This document contains both employee and evaluator (supervisor sections). The timeline below describes how the document should be used during a full academic year. Mutually-agreed upon adjustments may be made for employees hired mid-school year.</i> <ul style="list-style-type: none"> • <u>August 30:</u> Employee completes Part 1. • <u>October 1:</u> The employee discusses the self-rating and self-reflection areas with their supervisor and uses this information to establish goals (Part 2) for the school year in consultation with their supervisor. • <u>November 30:</u> Employee completes First Reflection and reviews with supervisor. • <u>February 28:</u> Employee completes Second Reflection and reviews with supervisor. • <u>May 15:</u> Employee completes Final Reflection and reviews with supervisor. • <u>June 15:</u> Evaluator completes the Summary Evaluation document (separate) and reviews it with the employee. • <u>June 30:</u> Evaluator files paper copy of Summary Evaluation with the Business Office
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Please email /share this completed form to your supervisor prior to your goal setting meeting.

Part 1 - Reflection on Standards

Use the level descriptors below to help you determine your areas of strengths and areas for growth in the six California Standards of the Teaching Profession listed here. This self assessment will give you information about your teaching practice that will assist you in developing your goals this year. Complete the CSTPs rating yourself from level 1 to level 4. This process should help you identify areas to focus on for the year ahead.

-
- ☐ Level 1-Emerging/Exploring-I am beginning to gain knowledge and ideas in this area to support teaching and learning and I have implemented some elements of this area. This is an area that is developing for me.
 - ☐ Level 2-Application-I am implementing elements of this area frequently with increased understanding. This is an area in which I have some confidence.
 - ☐ Level 3- Integration-I have an expanded understanding and I regularly implement elements of this area. This is an area in which I am moving towards becoming an expert.
 - ☐ Level 4-Inspiration-I have a significant understanding and experience in the implementation of this strategy. This is an area of professional strength for me.
-

CALIFORNIA STANDARDS FOR THE TEACHING PROFESSION

Engaging and Supporting All Students in Learning

- ___ Connecting prior knowledge, life experience, and interests
- ___ Using a variety of instructional strategies and resources
- ___ Facilitating learning experiences-autonomy, interaction & choice
- ___ Engaging students in problem solving, critical thinking & skills
- ___ Promoting self-directed, reflective learning for all students

Creating and Maintaining an Effective Environment for All

- ___ Organizing the physical environment
- ___ Planning and implementing procedures and routines
- ___ Establishing a climate of fairness and respect
- ___ Promoting social development and responsibility
- ___ Establishing and maintaining standards for student behavior
- ___ Using instructional time effectively

Understanding & Organizing Subject Matter Knowledge

- ___ Demonstrating knowledge of subject matter content
- ___ Organizing curriculum to support student understanding
- ___ Integrating ideas and information
- ___ Developing student understanding-instructional strategies
- ___ Using materials, resources, and technologies

Planning Instruction and Designing Learning Experiences for All

- ___ Drawing on students' background, interests & developmental learning needs
- ___ Establishing goals for student learning
- ___ Developing and sequencing instructional activities
- ___ Modifying for student needs
- ___ Designing long and short-term plans

Assessing Student Learning

- ___ Establishing learning goals for all students
- ___ Using multiple sources of information to assess
- ___ Involving & guiding students assessing their own learning
- ___ Using the results of assessments to guide instruction
- ___ Communicating with students and families about student progress

Development As A Professional Educator

- ___ Reflecting on teaching and learning
 - ___ Engaging families in student learning
 - ___ Using community resources to support student learning
 - ___ Working with colleagues to improve teaching and learning
 - ___ Pursuing opportunities to contribute and grow professionally
 - ___ Balancing professional responsibilities
-

Part 2 - Setting Specific Goals

Use your reflection above, in conjunction with the goal setting tips below, to set two specific goals for the year. Share this document with your supervisor before your meeting.

Ask yourself these following questions:

- What do I want to change about my practices that will effectively impact student learning? (The decision should be grounded in evidence)
- What is my rationale for this goal?
- How can I develop a plan of action to address my professional learning? (The plan should include new learning and how you will apply it)
- How will I know if I accomplished my objective? (Be able to show evidence of growth to prove change in practice has occurred)
- How will my goals be reflective of goals set in my most recent mid-level or portfolio review?

A specific goal that can be measured has a much greater chance of being accomplished than a general goal. Be sure your measurable goal you set is very specific and clear. You can use this table to help you develop your measurable goal (optional)

Guiding Questions	Sample
1. What is your specific and measurable goal?	<i>90% of 5th grade students will write a basic 3-4 paragraph summary of expository text</i>
2. What is your baseline data? Answers WHY you possibly chose this goal.	<i>60% of the students were unable to write a basic summary</i>
3. What is your target date for meeting this goal (timeline)?	<i>By the end of the unit (check progress midway)- <u>specific date (March 2019)</u></i>
4. How will you know whether you have met your goal (evidence)?	<i>Completed summaries evaluated using rubric-introductory paragraph, 2 paragraphs related to important information, concluding paragraph</i>
5. What specific instructional/advising strategies and materials will you consider/use/adapt (strategies)?	<i>Direct instruction about summaries and related rubric, think-aloud modeling, scaffolding, peer conferencing, teacher conferencing</i>

Example:

Goal-I will teach my students to write a summary with multiple paragraphs.

REVISED Measurable Goal: 90% of 5th grade students will write a basic 3-4 paragraph summary of expository text by May 2019. I will use a variety of teaching strategies to obtain this goal such as direct instruction about summaries and related rubric, think-aloud modeling, scaffolding, peer conferencing, and teacher conferencing.

GOAL #1: Professional Goal --From the California Standards for the Teaching Profession <i>(Use the samples above to generate your goal)</i>
What is one goal related to the California Standards for the Teaching Profession you want to focus on for this school year?
Why did you choose this goal?
What support and resources do you need in order to meet this goal?
What professional learning will you engage in that will support your progress towards your goal?
What are your next action steps with a <u>specific timeline</u> in reaching your goal?

GOAL #2: Programmatic/Department Goal--Curriculum, Advising, Caseload Management, etc.
(Use the samples above to generate your goal)

What is your measurable goal related to your Academy Program for this school year?

Why did you choose this goal?

What support and resources do you need in order to meet this goal?

What professional learning will you engage in that will support your progress towards your goal?

What are your next action steps with a specific timeline in reaching your goal?

APPENDIX K



Capital College & Career Academy

STUDENT SUCCESS TEAM (SST)

Student: Date: GPA:

Academic Progress: A student will be placed on Academic Probation if he/she earns an average academic GPA below 2.0 or receives any Fs in any semester of a school year. Students being placed on academic probation will have until the end of the concurrent semester to raise his/her grades to a 2.0 GPA and raise their "F's to at least "D"s. If a student fails to do so, he/she will not have met the Charter School requirements and may have his/her contract revoked. A student placed on Academic Probation may be excluded from extracurricular activities. This includes Game Masters, non curricular related field trips, and dances.

Parent Signature

Administrator Signature

Academic Advisor

Student

Strengths	Concerns	Current Interventions (see below for a summary of teacher contact/behavior interventions)	Actions Moving Forward	Responsibility (Who and When?)
•	•	•	•	•

APPENDIX L

CAPITAL COLLEGE & CAREER ACADEMY

CONFLICT OF INTEREST CODE

I. ADOPTION

In compliance with the Political Reform Act of 1974, California Government Code Section 87100, et seq., Capital College & Career Academy hereby adopts this Conflict of Interest Code ("Code"), which shall apply to all governing board members and all other designated employees of Capital College & Career Academy ("Charter School"), as specifically required by California Government Code Section 87300.

II. DEFINITION OF TERMS

As applicable to a California public charter school, the definitions contained in the Political Reform Act of 1974, the regulations of the Fair Political Practices Commission, specifically California Code of Regulations Section 18730, and any amendments or modifications to the Act and regulations are incorporated by reference to this Code.

III. DESIGNATED EMPLOYEES

Employees of this Charter School, including governing board members, who hold positions that involve the making or participation in the making, of decisions that may foreseeably have a material effect on any financial interest, shall be "designated employees." The designated positions are listed in "Exhibit A" attached to this policy and incorporated by reference herein.

IV. STATEMENT OF ECONOMIC INTERESTS: FILING

Each designated employee, including governing board members, shall file a Statement of Economic Interest ("Statement") at the time and manner prescribed by California Code of Regulations, title 2, section 18730, disclosing reportable investments, interests in real property, business positions, and income required to be reported under the category or categories to which the employee's position is assigned in "Exhibit A."

An investment, interest in real property or income shall be reportable, if the business entity in which the investment is held, the interest in real property, the business position, or source of income may foreseeably be affected materially by a decision made or participated in by the designated employee by virtue of his or her position. The specific disclosure responsibilities assigned to each position are set forth in "Exhibit B."

Statements Filed With the Charter School. All Statements shall be supplied by the Charter School. All Statements shall be filed with the Charter School. The Charter School's filing official shall make and retain a copy of the Statement and forward the original to the County Board of Supervisors.

V. DISQUALIFICATION

No designated employee shall make, participate in making, or try to use his/her official position to influence any Charter School decision which he/she knows or has reason to know will have a reasonably foreseeable material financial effect, distinguishable from its effect on the public generally, on the official or a member of his or her immediate family.

VI. MANNER OF DISQUALIFICATION

A. Non-Governing Board Member Designated Employees

When a non-Governing Board member designated employee determines that he/she should not make a decision because of a disqualifying interest, he/she should submit a written disclosure of the disqualifying interest to his/her immediate supervisor. The supervisor shall immediately reassign the matter to another employee and shall forward the disclosure notice to the Executive Director, who shall record the employee's disqualification. In the case of a designated employee who is head of an agency, this determination and disclosure shall be made in writing to his/her appointing authority.

B. Governing Board Member Designated Employees

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).

EXHIBIT A

Designated Positions

<u>Designated Position</u>	<u>Assigned Disclosure Category</u>
Members of the Governing Board	1, 2
Executive Director	1, 2
Principal	1, 2
Chief Financial Officer	1, 2
Consultants/New Positions	*

*Consultants/New Positions shall be included in the list of designated positions and shall disclose pursuant to the broadest disclosure category in the code, subject to the following limitation:

The Executive Director may determine in writing that a particular consultant or new position, although a “designated position,” is hired to perform a range of duties that is limited in scope and thus is not required to fully comply with the disclosure requirements in this section. Such written determination shall include a description of the consultant’s or new position’s duties and, based upon that description, a statement of the extent of disclosure requirements. The Executive Director’s determination is a public record and shall be retained for public inspection in the same manner and location as this conflict of interest code (Government Code § 81008).

EXHIBIT B

Disclosure Categories

Category 1

Designated positions assigned to this category must report:

- a) Interests in real property that are located in whole or in part within a two-mile radius:
 - of any school district that has authorized a Capital College & Career Academy charter school, or
 - of any facility utilized by Capital College & Career Academy charter schools, or
 - of a proposed site for a Capital College & Career Academy facility.
- b) Investments and business positions in business entities, and sources of income (including gifts, loans, and travel payments) of the type that engage in the purchase or sale of real property or are engaged in building construction or design.

Category 2

Designated positions assigned to this category must report:

- a. Investments and business positions in business entities and sources of income (including receipt of gifts, loans, and travel payments) that are contractors engaged in the performance of work or services, or sources that manufacture, sell, repair, rent or distribute school supplies, books, materials, school furnishings or equipment of the type to be utilized by Capital College & Career Academy.

Category 3

Designated positions assigned to this category must report:

- a. Investments and business positions in business entities and sources of income (including receipt of gifts, loans, and travel payments) that are contractors engaged in the performance of work or services, or sources that manufacture, sell, repair, rent or distribute school supplies, books, materials, school furnishings or equipment of the type to be utilized by the designated position's department.

APPENDIX M

**ARTICLES OF INCORPORATION
OF
CAPITAL COLLEGE & CAREER ACADEMY**

I.

The name of the Corporation shall be Capital College & Career Academy.

II.

The Corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for public and charitable purposes. The specific purposes for which this Corporation is organized are to manage, operate, guide, direct and promote one or more California public charter schools.

The Corporation is organized and operated exclusively for educational and charitable purposes pursuant to and within the meaning of Section 501(c)(3) of the Internal Revenue Code or the corresponding provision of any future United States Internal Revenue Law. Notwithstanding any other provision of these articles, 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) by 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.

III.

The name and address in the State of California of this Corporation's initial agent for service of process is:

Kevin Dobson
114 Santiago Avenue
Sacramento California, 95815

IV.

All corporate property is irrevocably dedicated to the purposes set forth in the second article above. No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to any of its directors, members, trustees, officers or other private persons except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered, and to make payments and distributions in furtherance of the purposes set forth in Article II.

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 distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

Subject to the provisions of the nonprofit public benefit provisions of the Nonprofit Corporation Law of the State of California, and any limitations in the articles or bylaws relating to action to be approved by the members or by a majority of all members, if any, the activities

and affairs of this Corporation shall be conducted and all the powers shall be exercised by or under the direction of the board of directors.

The number of directors shall be as provided for in the bylaws. The bylaws shall prescribe the qualifications, mode of election, and term of office of directors.

V.

The authorized number and qualifications of members of the corporation, if any, the different classes of membership, the property, voting and other rights and privileges of members, and their liability for dues and assessments and the method of collection thereof, shall be set forth in the bylaws.

VI.

Upon the dissolution or winding up of the Corporation, its assets remaining after 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.


Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine which are organized and operated exclusively for such purposes.

VII.

The initial street address and initial mailing address of the Corporation is:

114 Santiago Avenue, Sacramento California, 95815

Dated: 4/24/2019


Kevin Dobson, Incorporator

APPENDIX N



Board of Directors
Handbook

Initially Approved: *November 18, 2019*
Updated: March 1, 2021

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PREFACE

Board Governance Team

Jordan Blair

Chairperson

Jerry Bell

Treasurer

Edith Espinoza

Secretary

Timothy Blood

Member

Linda Farley

Member

James Moore

Member

Stephanie Hannah

Member

Executive Director

Kevin Dobson

STRATEGIC PLAN GOALS

- Students build depth of understanding in core concepts through hands-on, real-world learning
- The school environment cultivates students who are innovative, responsible, collaborative, critical thinkers, and leaders
- Our work culture promotes the continuous growth and learning of teachers, staff, and administrators.
- Parents are valued partners who strengthen our schools and programs.
- Our organization in collaboration with community and business partners, enrich the learning experience for all students.

MEETING NORMS

- Clear expectations with the agenda being provided no later than 72 hours in advance.
- For action items requiring more depth and discussion the executive director will make every effort to provide an overview at least one week prior to the scheduled meeting.
- Mutual respect and holding one another accountable to ensure a productive meeting.
- Robert's Rules of voting will be used during meetings.
- Make sure each member's voice is heard.
- Turn off cell phones or put on vibrate.
- For meetings, be present and be prepared.
- Confidential items will remain confidential.
- The team operates with trust.
- The executive team and board puts aside personal issues.
- All meetings are student centered.

Capital College & Career Academy Code of Ethics

As a member of the board you are a tangible bridge between the community and our curriculum. As such, our board members should embody the core competencies expected of all CCCA students.

Innovation

1. I will continuously seek out opportunities for CCCA to be innovative
2. I will seek out opportunities for new and fresh perspectives
3. I will be receptive to new ideas and listen with an open mind
4. I will seek continuing educational opportunities to enhance my ability to lead effectively

Responsibility

1. I will be aware of my role as a public official and will consistently make decisions with integrity
2. I recognize that my role is to be responsive to the community CCCA serves
3. I will make no personal promises or take private action that may compromise my role and responsibilities
4. I will act in accordance with the CCCA bylaws and policies; including the Conflict of Interest Policy
5. I will base my decisions on fact rather than supposition, opinion, or public favor
6. I will not disclose confidential information
7. I will come to board meetings prepared

Collaboration

1. I will seek understanding and as a result make decisions that are fair and equitable
2. I will treat others with the respect I wish for myself
3. I will be accountable to the board's opinions not my own
4. I will share my views while consistently working for consensus
5. I will respect the majority decision of the board
6. I will refuse to surrender judgement to any individual or group at the expense of CCCA as a whole

Critical Thinking

1. I will focus on the Board's responsibilities of strategic planning, policymaking, and evaluation
2. I will work tirelessly to ensure my decisions are guided by what is best and equitable for all students
3. I will align my actions to always serve in the best interest of our students and families

Leadership

1. I will be accountable to the public by accurately representing progress accurately
2. I will work to ensure prudent, equitable, and accountable use of CCCA resources
3. I will tell the truth
4. I will uphold all applicable laws, rules, policies, and governance procedure

About

1. About

1.1. Definitions: As used in this Board of Directors Handbook, the terms set forth below shall have the following meanings:

- “CCCA” or “school” shall mean Capital College & Career Academy
- “Member” shall mean a person who is a member of CCCA as set forth in the CCCA bylaws
- “Board” shall mean the board of directors of CCCA
- “Administration” shall mean school personnel who participate in the day-to-day management of school operations (such as the Principal or Executive Director)
- “Faculty” shall mean instructional personnel (such as teachers and educational assistants)
- “Staff” shall mean school personnel who are not members of the board, administration, or faculty.

1.2 FAQ- Adapted from resources *provided by Procopio, Cory, Hargreaves & Savitch LLP*

➤ **Can a board member participate in a meeting via cell phone?**

Yes, under certain circumstances. Assuming your bylaws accommodate telephonic participation, a board member may participate from a fixed, publicly accessible location. The meeting notice must describe the telephonic participation and identify the location, including a full address and room number, as may be applicable. The location must have technology, such as a speakerphone, to enable the public to participate, and the agenda must allow public participation from that location. A quorum must be physically present within the school's jurisdiction (i.e., the State of California).

➤ **Can the board add an additional agenda item after the meeting notice deadline?**

Yes, under certain circumstances. If two-thirds of the members present (or all members if less than two-thirds are present) make a factual finding that there is need for immediate action and the need “came to the attention of the local agency subsequent to the agenda being posted.” This exception requires urgency. The board should not consider the additional item if the board or the staff knew about the urgency before the agenda was posted.

TIP: If no urgency (e.g., the matter was inadvertently not noticed), you could notice the item as a separate special meeting at same date, time

and place, so long as you comply with the 24-hour notice period for a special meeting.

➤ **Do we have to post Board agenda on our school website?**

Yes, if you have one. If the charter school has an internet website, board agendas must be posted on it in addition to the publicly accessible location(s) where you already post agendas.

➤ **Some of our board members are designated as “non-voting”. Is that OK?**

No. You're either a board member or you're not. Other persons who are staff to the board, such as principals or business officials, may participate in board meetings, but they are not “board members” if they do not have a right to vote. You may need to revise your bylaws and conduct your meetings accordingly.

➤ **Are board committees subject to the Brown Act?**

Usually, decision making and advisory committees are subject to the Brown Act when created by the board, charter, or bylaws, except for non-standing advisory only committees composed solely of less than a quorum of board members.

TIP: An advisory committee formed or called by the principal or executive director (i.e., not the board) is generally not subject to Brown Act.

The School

2. The School

2.1. Vision and Mission Statements

- **Mission:** Preparing tomorrow's workforce today by empowering young people to be critical thinkers who are truly college and career ready by engaging in a one of a kind career technical education. We seek to be an innovative and cutting edge school that continuously bridges the gap between the community, school, and local businesses all while preparing students for in-demand 21st-century jobs.
- **Vision:** Our vision is to create an educational environment where students are college accelerated and job prepared. Students will be a beacon of hope for their communities as they transition into adulthood with the skills and experience required to make a living wage. Students will have obtained their NCCER accreditation, a full associate's degree, and up to two years of certified apprenticeship training in either electrical, carpentry, or plumbing. These deliverables will provide a life-changing opportunity for students who, upon graduation will have the real-world experience and the tangible skills that will allow them to succeed not just today but for years down the road.

2.2. School Legal Status

- CCCA is seeking to be a California Charter School. Articles of Incorporation were filed with the California Secretary of State's office on April 26, 2019. The Internal Revenue Service issued a determination letter recognizing CCCA's tax exempt status under Section 501(c)(3) of the Internal Revenue Code 1986. Under the Charter Schools Act, CCCA is a public school within the District, and its status, as a nonprofit corporation does not affect its status as a public school. However, for governance and administrative purposes, CCCA operates as a California nonprofit corporation

2.3. Nondiscrimination

- CCCA addirms that no person shall, on the basis of race, creed, color, age, national origin, religion, gender, disability marital status, or sexual orientation be excluded from participation in, be denied the benefit of, or be subjected to discrimination under any educational program or actiity, including, but not limited to, employment or enrollment.

2.4. Articles of Incorporation

- The CCCA Articles of Incorporation are attached as appendix “A” and shall guide the structure and governance of CCCA

2.5. Bylaws

- The CCCA Bylaws are attached as appendix “B.” The board shall make policies that are reflective of and consistent with the Bylaws.

2.6. 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. The meeting shall be held at a time, date, and place as noticed by the Board of Directors in accordance with the Brown Act.

The Board

3. The Board

3.1. Board Code of Ethics

- As a member of the board of directors each director has a responsibility to promote the best interests of Capital College & Career Academy and to that end, shall adhere to the code of ethics included in the preface of this Board of Directors Handbook

3.2. Decision Making

- Two principles underlie all decisions made by the board, administration, faculty, and staff:
 - CCCA's charter belongs to the Community; and
 - All actions shall fall within the parameters and uphold the principles of the vision and mission statements.
- Accordingly, in making any decision the board, administration, faculty, and staff shall consider the decision in the context of CCCA's vision and mission statements and from the members' perspective, always keeping in mind that parents should have a meaningful voice in their child's education.

3.3. Board Position Description

- Board officers are elected at the annual meeting
- No Director may serve more than three consecutive terms.
- Board Chair
 - The board chair assumes responsibility for the overall functioning of the board. He/she facilitates board meetings, oversees the work of the committees, and works most closely with the school leader. Often, the board chair also has special authority and is the point of contact for the school's authorizer (this would take effect after the charter petition is approved).
 - The board chair also plays an extremely important role on the interpersonal side of the board. He/she must be responsive to other board members' views, maintain a collegial atmosphere, manage different personalities and perspectives, and work hard to foster a trusting yet candid relationship with the school leader.

Ultimately, the board chair must monitor and nurture positive dynamics by creating an environment in which board members feel engaged, included, respected, and able to make a positive contribution.

- Vice-Chair
 - In the event that the board chair is absent, temporarily unable to perform his/her responsibilities, or permanently unable to continue in the position, the vice-chair acts as the board chair.
 - Under normal circumstances, the vice-chair assists with the overall functioning of the board and serves as an advisor and deputy to the chair.
- Secretary
 - Overall, the secretary is responsible for ensuring that accurate documentation exists to meet legal requirements and for the authorizer “to determine when, how, and by whom the board’s business was conducted.
- Treasurer
 - The treasurer of a charter school board oversees all matters related to the school’s finances, property, and budget. Board members who serve as treasurer typically chair the finance committee, although not always. Ideally, the treasurer has a strong working relationship with the school’s Executive Director. He or she also oversees the school’s leadership in the areas of money management and compliance.

3.4. Public Attendance at Board Meetings

- The board serves at the pleasure of, and represents, the members. Therefore, the board desires to provide opportunities for any member to express interest in and concern for the school. Accordingly, all members, as well as members of the community, are cordially invited to attend all open meetings of the board. A time for public comment shall be a part of every regular board meeting.
- 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

- 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.
- If a person requests the board take a particular action, the specific action being requested should be in the written document submitted to the board by the person.
- If so requested by any director, the person may present additional information or provide clarification when the agenda item is discussed.

3.5. Board Election Procedures

- The board shall determine any authority or responsibilities of the Board Election Committee (BEC) in addition to those stated within this policy annually upon commission.
 - The BEC shall consist of the following members: Executive Director, Vice Chair, non-board member, and one director at large
 - The BEC will meet at least annually to evaluate the continuation of existing board members and review new applications
 - The Vice Chair will be the chairperson of the committee.
 - No board candidate, spouse of a board candidate, or director running for reelection other than the vice chair, shall be a member of the BEC.
 - The BEC will conduct a formal interview of potential candidates and make their recommendations to the board
- Candidacy shall be by self-nomination.
 - Interested candidates must submit a written letter of interest to the Executive Director no less than 30 days prior to nominations with a formal resume
 - Nominations will occur prior to June 30
 - If a director is elected to a position outside of the July meeting the end of their term will still end at the second July of their Service.

- If a director is stepping down the newly elected director's term will coincide with the original director's term
- Any member, who is not employed by CCCA and meets the qualifications outlined in the "Capital College & Career Academy Board of Directors Handbook," may seek election as a director.
- All candidates must commit to sign the "Capital College & Career Academy Board of Directors Handbook" upon nomination.
- The BEC may choose to meet with all candidates whether they are new or have prior board service
- Vacancies. The board may choose to, but need not, accept a director's resignation for it to become effective. A director may be removed in accordance with the Bylaws
 - 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.
 - Director may not resign if no director remains except on notice to the California Attorney General.

3.6. Policy Making

- The board shall be solely responsible for adopting, revising, and repealing policies for CCCA. Policy action by the board shall be accomplished as set forth in the bylaws and as described below. Any policy action approved by the board may be reversed by a majority vote of the board at a regular or special meeting.
- Only a director may motion the board to adopt, revise, or repeal a CCCA policy ("policy change"). Recommendations for a policy change may be made by any member, member of the administration, faculty, or staff, or member of the community may be made to the board by submitting said recommendation through the Executive Director

3.7. Director Conflict of Interest

- A director may not serve simultaneously on the board and as a member of the administration, faculty, or staff of the school.
- Any contract with the school involving a director or a director's family member shall be approved by the full board with the conflicted member abstaining.
- Each director is responsible to disclose to the board any circumstances that could involve a potential conflict of interest.
- Each director must complete Form 700 in compliance with state law.

3.8. Board Review of Administrative Procedures

- Administrative policies and regulations need not be reviewed or approved by the board in advance of issuance except as required by law. However, when there is a potential for strong member, student, faculty, or staff reaction, the policy or regulation should be approved by the board in advance.
- Administrative policies should reference existing board policies.
- The board reserves the right to review administrative policies at its discretion. However, the board shall not substitute its judgment for that of the Principal and shall require the Principal to revise or withdraw any administrative policies proposed or issued only when, in the board's judgment, such policies are inconsistent with the board's policies, District's policies, or applicable law.

3.9. Board Committees and Advisory Committees

- Meetings and actions of committees of the Board of Directors shall be governed by, held, and taken under the provisions of the 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 the CCCA bylaws.
- The board may commission advisory committees to the board. The advisory committees shall meet at such times as the board shall determine or within their own requirements if given the authority to so designate when commissioned.
 - The advisory committee shall consider, advise upon, and make recommendations to the board with respect to policies of CCCA or to pursue goals, goods, or services for CCCA in accordance with the vision and mission statements.
 - At least one director shall serve on each advisory committee, but need not serve as the chairperson of the advisory committee. Additional members or members to fill vacancies may be appointed at any regular or special meeting of the board or in such a manner as determined by the board upon the commissioning of the advisory committee.

3.10. Removal of a Board Member

- Without prejudice to the rights of any officer under an employment contract, the Board of Directors may remove any officer with or without cause.

3.11. Board Communication Plan

- Board of Directors Website
 - The Board of Directors section of the CCAA website shall be the primary means of distribution of information. The website shall contain announcements of upcoming regular meetings as well as all public documents from the Board in accordance with the existing policies, bylaws and the Brown Act.
- Board Meeting Minutes
 - Prior to the next regularly scheduled board meeting, the secretary, or their designee, shall provide signed, written minutes of the meeting for electronic distribution.
- Board of Directors Packet

- Prior to each regular meeting of the Board, an agenda and any written reports shall be made available in electronic format not less than 7 calendar days prior to the scheduled meeting.

Appendix

4. Appendix 4.1. Articles of Incorporation

ARTICLES OF INCORPORATION OF CAPITAL COLLEGE & CAREER ACADEMY

I.

The name of the Corporation shall be Capital College & Career Academy.

II.

The Corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for public and charitable purposes. The specific purposes for which this Corporation is organized are to manage, operate, guide, direct and promote one or more California public charter schools.

The Corporation is organized and operated exclusively for educational and charitable purposes pursuant to and within the meaning of Section 501(c)(3) of the Internal Revenue Code or the corresponding provision of any future United States Internal Revenue Law. Notwithstanding any other provision of these articles, 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) by 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.

III.

The name and address in the State of California of this Corporation's initial agent for service of process is:

Kevin Dobson
114 Santiago Avenue
Sacramento California, 95815

IV.

All corporate property is irrevocably dedicated to the purposes set forth in the second article above. No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to any of its directors, members, trustees, officers or other private persons except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered, and to make payments and distributions in furtherance of the purposes set forth in Article II.

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 distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

Subject to the provisions of the nonprofit public benefit provisions of the Nonprofit Corporation Law of the State of California, and any limitations in the articles or bylaws relating to action to be approved by the members or by a majority of all members, if any, the activities

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Secretary of State
State of California

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and affairs of this Corporation shall be conducted and all the powers shall be exercised by or under the direction of the board of directors.

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The number of directors shall be as provided for in the bylaws. The bylaws shall prescribe the qualifications, mode of election, and term of office of directors.

V.

The authorized number and qualifications of members of the corporation, if any, the different classes of membership, the property, voting and other rights and privileges of members, and their liability for dues and assessments and the method of collection thereof, shall be set forth in the bylaws.

VI.


Upon the dissolution or winding up of the Corporation, its assets remaining after 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. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine which are organized and operated exclusively for such purposes.

VII.

The initial street address and initial mailing address of the Corporation is:

114 Santiago Avenue, Sacramento California, 95815

Dated: 4/24/2019


Kevin Dobson, Incorporator

 I hereby certify that the foregoing
transcript of 2 page(s)
is a full, true and correct copy of the
original record in the custody of the
California Secretary of State's office.

MAY 06 2019 

Date: _____


ALEX PADILLA, Secretary of State

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4.2. 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 eleven (11), 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 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.

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.

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.

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 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. 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 8. CHIEF FINANCIAL OFFICER. The Chief Financial Officer under the oversight of the Executive Director shall keep and maintain, or cause to be kept and maintained, adequate and correct books and accounts of the Corporation's properties and transactions. The Chief Financial Officer shall send or cause to be given to directors such financial statements and reports as are required to be given by law, by these bylaws, or by the Board. The books of account shall be open to inspection by any director at all reasonable times.

The Chief Financial Officer shall (a) deposit, or cause to be deposited, all money and other valuables in the name and to the credit of the Corporation with such depositories as the Board of Directors may designate; (b) disburse the Corporation's funds as the Board of Directors may order; (c) render to the Executive Director, Chairman of the Board, if any, and the Board, when requested, an account of all transactions as Chief Financial Officer and of the financial condition of the Corporation; and (d) have such other powers and perform such other duties as the Board, contract, job specification, or the bylaws may require.

If required by the Board, the Chief Financial Officer shall give the Corporation a bond in the amount and with the surety or sureties specified by the Board of Directors for faithful performance of the duties of the office and for restoration to the Corporation of all of its books, papers, vouchers, money, and other property of every kind in the possession or under the control of the Chief Financial Officer on his or her death, resignation, retirement, or removal from office.

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.

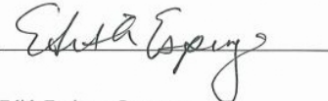
ARTICLE XVIII FISCAL YEAR

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 14 pages, are the bylaws of the Corporation as adopted by the Board of Directors on July 8, 2019; and that these bylaws have not been amended or modified since that date.

Executed on July 8, 2019 at 7:04 pm in Sacramento, California.


Edith Espinoza, Secretary

APPENDIX O



Request to Speak Form

Directions:

Please complete this form and turn it in prior to the start of the board meeting. When addressing the Board, speakers are requested to state their name and address from the podium and adhere to the time limits set forth.

"Public Comment" is set aside for members of the audience to raise issues that are not specifically on the agenda. However, due to public meeting laws, the Board can only listen to your issue, not respond or take action. These presentations are limited to three (3) minutes and total time allotted to non-agenda items will not exceed fifteen (15) minutes. The Board may give direction to staff to respond to your concern or you may be offered the option of returning with a citizen-requested item.

With regard to items that are on the agenda, you may specify that agenda item on this form and you will be given an opportunity to speak for up to three (3) minutes when the Board discusses that item.

Citizens may request that a topic related to school business be placed on a future agenda. Once such an item is properly agendaized and publicly noticed, the Board can respond, interact, and act upon the item.

Name (Last, First): _____

When would you like to comment:

☐ **Public Comment**

☐ **Agenda Item:** _____

Request topic for future Agenda:

☐ **Topic:** _____

APPENDIX P

**PROFESSIONAL INQUIRY PARTNERSHIP (PIP)
PLANNING DOCUMENT**

[Synopsis](#)

Topic
<p>Main ESLR/Strategic Focus Area:</p> <p>Theme/Guiding Topic:</p> <p>Sub-group PIP Topic:</p> <p>Members:</p>
Research Question(s) / Intended Outcome(s) (What questions do we hope to answer or outcome do we hope to achieve?)
1.
Information/Data Sources (What resources, tools, data sources, or other objective sources will we employ?)
Analysis/Work/Project
Results/Conclusions

--

Notes

PROFESSIONAL INQUIRY PROCESS (PIP)

Professional learning communities as a foundational component of how we continue to innovate as educators and serve the needs of all students. This year we look forward to continuing our work!

The PIP action research process will provide you the opportunity to address specific areas of *professional inquiry related to individual interests and school site needs*. We encourage the use of PIPs to look at issues that impact the school overall (i.e. grading policies, benchmark assessments, critical thinking, use of technology, etc.) through discussions based upon quantitative and qualitative information. **We encourage you to align your PIP with work you are already doing in your classrooms and in your programs.** This should give you quite a bit of flexibility to direct your PIP and improve your instructional practice.

Your “deliverable” will be a 1-2 page synopsis of your PIP findings and any results from your research or collaboration. We will be sharing the outcomes of our PIP work with the entire staff on **[INSERT DATE]**

PIP RESEARCH SYNOPSIS

3 sentence description to send to the Executive Director:

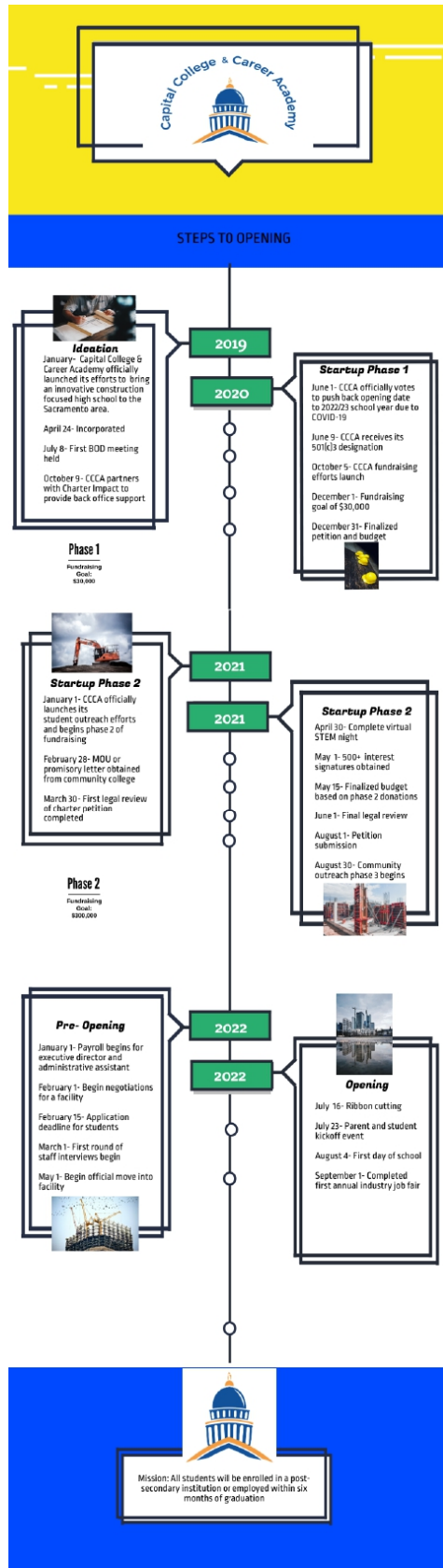
Synopsis:

Process:

Conclusion:

Professional Inquiry Partners:

APPENDIX Q



APPENDIX R

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 98% 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
Projected Enrollment & ADA by Grade					
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 %	98%	98%	98%	98%	98%
Total	68.60	147.00	235.20	333.20	362.60

Revenues

Factoring in all revenues at the school, per-pupil funding is expected to be around \$15,600/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 84% 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
Summary of Revenue Programs					
State Aid - Revenue Limit	\$858,995	\$1,897,857	\$3,144,306	\$4,454,433	\$4,847,471
Federal Revenue	41,632	212,338	171,487	226,211	242,449
Other State Revenue	138,761	305,007	438,817	537,161	578,789
Other Local Revenue	10,000	10,000	10,000	10,000	10,000
Total Revenues	\$1,049,388	\$2,425,201	\$3,764,610	\$5,227,805	\$5,678,708
State Revenues as % of Total					
	81.9%	78.3%	83.5%	85.2%	85.4%
Revenues per ADA	\$ 15,297	\$ 16,498	\$ 16,006	\$ 15,690	\$ 15,661

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 v22.1b released 5/19/21) 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 \$13,720, or \$200 per ADA, of the principal apportionment ADA funding will be disbursed via the Education Protection Account. Approximately 17% of the LCFF revenues (or \$2,195 per ADA) are projected to be disbursed via In-Lieu Property Taxes.

Table C: Projected State Revenues

	2022-23	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
State Aid - Revenue Limit					
LCFF State Aid	\$694,712	\$1,545,821	\$2,581,049	\$3,656,485	\$3,979,116
Education Protection Account	13,720	29,400	47,040	66,640	72,520
In Lieu of Property Taxes	150,563	322,636	516,217	731,307	795,834
Total State Revenue	\$858,995	\$1,897,857	\$3,144,306	\$4,454,433	\$4,847,471

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	2023-24	2024-25	2025-26	2026-27
	Year 1	Year 2	Year 3	Year 4	Year 5
Federal Revenue					
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	18,865	40,425	64,680	91,630	99,715
Title II, Part A - Teacher Quality	2,401	5,145	8,232	11,662	12,691
Title V, Part B - PCSG	-	104,377	-	-	-
Other Federal Revenue	-	10,000	10,000	10,000	10,000
Total Federal Revenue	\$41,632	\$212,338	\$171,487	\$226,211	\$242,449

Other State Revenues

Lottery & Mandated Block Grant

Lottery funding is based upon a projection of \$199 per ADA per year. Lottery funds are mainly allocated for general purpose use with nearly 25% of the funds restricted for instructional materials. Projections for the Mandate Block Grant are assumed at \$46.87/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
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
<i>Other State Revenue</i>					
State Special Education	\$43,050	\$92,250	\$147,600	\$209,099	\$227,549
Child Nutrition	1,060	2,272	3,635	5,150	5,604
School Facilities (SB740)	\$81,000	\$178,017	\$233,888	\$245,582	\$257,861
Mandated Cost	-	3,215	6,890	11,024	15,617
State Lottery	\$13,651	\$29,253	\$46,805	\$66,307	\$72,157
Total Other State Revenue	\$138,761	\$305,007	\$438,817	\$537,161	\$578,789

Other Local Revenues

Although CCCA does intend to utilize fundraising, budgeted non-public revenue has been limited to \$10,000 annually to be conservative.

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
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
Summary of Projected 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	164,178	236,196	358,295	438,353	446,988
Total Compensation	\$623,928	\$904,041	\$1,384,001	\$1,667,531	\$1,700,749
Books and Supplies	92,976	146,108	222,954	309,785	306,383
Subagreement Services	47,355	111,100	182,985	245,409	263,940
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	67,290	94,805	137,520	183,806	198,460
Interest	15,000	10,000	-	-	-
Total Non-Comp	\$424,221	\$858,932	\$1,068,189	\$1,284,642	\$1,335,485
Total Expenses	\$1,048,149	\$1,762,974	\$2,452,190	\$2,952,174	\$3,036,234

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
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
Instructional Staff Ratio					
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>	<i>14.0</i>	<i>18.8</i>	<i>20.0</i>	<i>24.3</i>	<i>24.7</i>

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 Administrative)	\$ 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	\$75,070	\$112,572	\$177,179	\$205,693	\$209,807
PERS	11,835	12,531	12,781	25,322	25,828
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	\$164,178	\$236,196	\$358,295	\$438,353	\$446,988

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 18.10% 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
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
<i>Books & Supplies</i>					
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
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
<i>Device Counts</i>					
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
<i>Start-Up Element and Unit Cost</i>					
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

	2018-19	2019-20	2020-21	2021-22	2022-23
	Year 1	Year 2	Year 3	Year 4	Year 5
Subagreement Services					
Special Education	\$50,000	\$58,471	\$66,268	\$70,973	\$72,392
Substitute Teacher	\$28,000	\$32,744	\$37,110	\$39,745	\$40,539
Total Subagreement Services	\$78,000	\$91,215	\$103,377	\$110,717	\$112,931

SPED Consultants

Special Education Consultant costs include all outside service provider costs estimated at \$47,355 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
Professional Services					
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	\$48,504	\$75,292	\$104,556	\$113,574
District Oversight Fee	\$8,590	\$18,979	\$31,443	\$44,544	\$48,475
Public Relations/Recruitment	\$5,000	\$5,100	\$5,202	\$5,306	\$5,412
Total Professional Services	\$67,290	\$94,805	\$137,520	\$183,806	\$198,460

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
Facilities, Repairs and Other Leases					
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
Operations and Housekeeping					
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 5% 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
Depreciation & Interest					
Interest	15,000	10,000	-	-	-
Total Depreciation & Interest	\$15,000	\$10,000	-	-	-

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 by the 2nd year of operations.

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	\$858,995	\$1,897,857	\$3,144,306	\$4,454,433	\$4,847,471
Federal Revenue	41,632	212,338	171,487	226,211	242,449
Other State Revenue	138,761	305,007	438,817	537,161	578,789
Other Local Revenue	10,000	10,000	10,000	10,000	10,000
Total Revenues	\$1,049,388	\$2,425,201	\$3,764,610	\$5,227,805	\$5,678,708
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	164,178	236,196	358,295	438,353	446,988
Books & Supplies	92,976	146,108	222,954	309,785	306,383
Subagreement Services	47,355	111,100	182,985	245,409	263,940
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	67,290	94,805	137,520	183,806	198,460
Depreciation and Interest	15,000	10,000	-	-	-
Total Expenses	\$1,048,149	\$1,762,974	\$2,452,190	\$2,952,174	\$3,036,234
Increase/(Decrease) of Net Assets	\$1,240	\$662,228	\$1,312,420	\$2,275,631	\$2,642,474
	0.1%	37.6%	53.5%	77.1%	87.0%
Beginning Cash Balance	-	35,318	508,954	1,616,705	3,702,935
Ending Cash Balance	\$35,318	\$508,954	\$1,616,705	\$3,702,935	\$6,256,007
Cash Balance (% of Expenditures)	3.4%	28.9%	65.9%	125.4%	206.0%

Fund Balance

Starting in Year 2, 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	-	\$1,240	\$663,467	\$1,975,888	\$4,251,518
Increase/(Decrease) in Net Assets	1,240	662,228	1,312,420	2,275,631	2,642,474
Ending Fund Balance	\$1,240	\$663,467	\$1,975,888	\$4,251,518	\$6,893,992
Fund Balance (% of Expenditures)	0.1%	37.6%	80.6%	144.0%	227.1%

Capital College and Career Academy

Monthly Cash Flow/Budget FY22-23

Revised 6/17/2021

ADA = 68.60



Revenues

State Aid - Revenue Limit

8011	LCFF State Aid	-	-	-	257,043	-	-	125,048	-	62,524	62,524	62,524	62,524	62,524	62,524	694,712
8012	Education Protection Account	-	-	-	3,430	-	-	3,430	-	-	3,430	-	-	3,430	3,430	13,720
8096	In Lieu of Property Taxes	-	-	-	39,146	12,045	12,045	12,045	12,045	21,079	10,539	10,539	10,539	10,539	10,539	150,563

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
-	-	-	257,043	-	-	125,048	-	62,524	62,524	62,524	62,524	62,524	694,712
-	-	-	3,430	-	-	3,430	-	-	3,430	-	-	3,430	13,720
-	-	-	39,146	12,045	12,045	12,045	12,045	21,079	10,539	10,539	10,539	10,539	150,563
-	-	-	299,620	12,045	12,045	140,523	12,045	83,603	76,493	73,063	73,063	76,494	858,995

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	3,869	20,366	20,366	20,366
8290	Title I, Part A - Basic Low Income	-	-	-	4,716	-	-	4,716	-	-	4,716	-	4,716	18,865	18,865	18,865
8291	Title II, Part A - Teacher Quality	-	-	-	600	-	-	600	-	-	600	-	600	2,401	2,401	2,401
8294	Title V, Part B - PCSG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

-	-	-	1,018	1,935	1,935	1,935	1,935	1,935	1,935	1,935	1,935	3,869	20,366
-	-	-	4,716	-	-	4,716	-	-	4,716	-	-	4,716	18,865
-	-	-	600	-	-	600	-	-	600	-	-	600	2,401
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	6,335	1,935	1,935	7,251	1,935	1,935	7,251	1,935	1,935	9,186	41,632

Other State Revenue

8311	State Special Education	-	-	-	-	-	-	-	8,610	8,610	8,610	8,610	8,610	43,050	43,050	43,050
8520	Child Nutrition	-	-	-	96	96	96	96	96	96	96	96	193	1,060	1,060	1,060
8545	School Facilities (SB740)	-	-	-	-	-	-	40,500	-	-	-	20,250	20,250	81,000	81,000	81,000
8550	Mandated Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8560	State Lottery	-	-	-	-	-	-	-	-	-	-	-	13,651	13,651	13,651	13,651

-	-	-	96	96	96	40,596	96	8,706	8,706	28,956	8,706	42,704	138,761
-	-	-	96	96	96	40,596	96	8,706	8,706	28,956	8,706	42,704	138,761

Other Local Revenue

8699	School Fundraising	-	500	500	1,300	1,100	1,100	1,100	1,100	1,100	1,100	-	-	10,000	10,000	10,000
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-	500	500	1,300	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	-	-	10,000	10,000	10,000
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Total Revenue

-	500	500	307,351	15,176	15,176	189,471	15,176	95,344	93,551	105,055	83,705	128,384	1,049,388
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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	-	325,000	325,000	325,000
1170	Teachers' Substitute Hours	-	886	886	886	886	886	886	886	886	886	886	-	9,750	9,750	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	-	80,000	80,000	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	37,098	-	414,750	414,750	414,750
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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	-	45,000	45,000	45,000
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3,750	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	45,000	45,000
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Benefits

3101	STRS	1,207	6,715	6,715	6,715	6,715	6,715	6,715	6,715	6,715	6,715	6,715	-	75,070	75,070	75,070
3202	PERS	986	986	986	986	986	986	986	986	986	986	986	-	11,835	11,835	11,835
3301	OASDI	233	233	233	233	233	233	233	233	233	233	233	-	2,790	2,790	2,790
3311	Medicare	151	592	592	592	592	592	592	592	592	592	592	-	6,666	6,666	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	-	59,500	59,500	59,500
3501	State Unemployment	140	140	140	140	140	140	700	560	280	140	140	-	2,800	2,800	2,800
3601	Workers' Compensation	125	490	490	490	490	490	490	490	490	490	490	-	5,517	5,517	5,517

1,207	6,715	6,715	6,715	6,715	6,715	6,715	6,715	6,715	6,715	6,715	6,715	6,715	-	75,070	75,070	75,070
986	986	986	986	986	986	986	986	986	986	986	986	986	-	11,835	11,835	11,835
233	233	233	233	233	233	233	233	233	233	233	233	233	-	2,790	2,790	2,790
151	592	592	592	592	592	592	592	592	592	592	592	592	-	6,666	6,666	6,666
4,958	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	59,500	59,500
140	140	140	140	140	140	140	700	560	280	140	140	140	-	2,800	2,800	2,800
125	490	490	490	490	490	490	490	490	490	490	490	490	-	5,517	5,517	5,517
7,800	14,114	14,114	14,114	14,114	14,114	14,114	14,674	14,534	14,254	14,114	14,114	14,114	-	164,178	164,178	164,178

Capital College and Career Academy

Monthly Cash Flow/Budget FY22-23

Revised 6/17/2021

ADA = 68.60



	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	-	-	-	-	-	-	-	-	9,471	9,471	9,471	9,471	9,471	47,355
	-	-	-	-	-	-	-	-	9,471	9,471	9,471	9,471	9,471	47,355
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	-	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	-	-	-	-	-	-	3,237	-	-	2,362	-	-	2,991	8,590
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	7,718	4,481	4,481	6,843	4,481	8,481	2,991	67,290
Interest														
7438 Interest Expense	10,000	-	-	-	5,000	-	-	-	-	-	-	-	-	15,000
	10,000	-	-	-	5,000	-	-	-	-	-	-	-	-	15,000
Total Expenses	74,423	105,481	83,516	81,516	86,516	79,376	83,173	79,796	88,987	91,209	88,847	92,847	12,462	1,048,149
Monthly Surplus (Deficit)	(74,423)	(104,981)	(83,016)	225,835	(71,340)	(64,200)	106,298	(64,620)	6,357	2,342	16,208	(9,142)	115,922	1,240

Capital College and Career Academy

Monthly Cash Flow/Budget FY22-23

Revised 6/17/2021

ADA = 68.60



Cash Flow Adjustments

	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
Monthly Surplus (Deficit)	(74,423)	(104,981)	(83,016)	225,835	(71,340)	(64,200)	106,298	(64,620)	6,357	2,342	16,208	(9,142)	115,922	1,240
Cash flows from operating activities														
Public Funding Receivables	-	-	-	-	-	-	-	-	-	-	-	-	(128,384)	(128,384)
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable	-	-	-	-	-	-	-	-	-	-	-	-	12,462	12,462
Accrued Expenses	10,000	-	-	(10,000)	5,000	-	(5,000)	-	-	-	-	-	-	-
Cash flows from financing activities														
Proceeds from Factoring	200,000	-	-	-	100,000	-	-	-	-	-	-	-	-	300,000
Payments on Factoring	-	-	-	(200,000)	-	-	(100,000)	-	-	-	-	-	-	(300,000)
Proceeds(Payments) on Debt	-	-	75,000	-	-	-	75,000	-	-	-	-	-	-	150,000
Total Change in Cash	135,577	(104,981)	(8,016)	15,835	33,660	(64,200)	76,298	(64,620)	6,357	2,342	16,208	(9,142)		
Cash, Beginning of Month	-	135,577	30,596	22,580	38,415	72,075	7,875	84,173	19,553	25,910	28,252	44,460		
Cash, End of Month	135,577	30,596	22,580	38,415	72,075	7,875	84,173	19,553	25,910	28,252	44,460	35,318		

Capital College and Career Academy

Monthly Cash Flow/Forecast FY23-24

Revised 6/17/2021

ADA = 147.00



	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.)
ADA = 68.60																
Revenues																
State Aid - Revenue Limit																
8011 LCFF State Aid	-	36,069	36,069	331,836	64,924	64,924	194,773	64,924	150,460	150,460	150,460	150,460	150,460	1,545,821	694,712	851,109
8012 Education Protection Account	-	-	-	3,430	-	-	3,430	-	-	15,190	-	-	7,350	29,400	13,720	15,680
8096 In Lieu of Property Taxes	-	10,324	20,649	52,912	25,811	25,811	25,811	25,811	45,169	22,584	22,584	22,584	22,584	322,636	150,563	172,072
	-	46,393	56,718	388,179	90,735	90,735	224,014	90,735	195,629	188,234	173,044	173,044	180,394	1,897,857	858,995	1,038,862
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	-	-	-	10,106	-	-	10,106	-	-	10,106	-	-	10,106	40,425	18,865	21,560
8291 Title II, Part A - Teacher Quality	-	-	-	1,286	-	-	1,286	-	-	1,286	-	-	1,286	5,145	2,401	2,744
8294 Title V, Part B - PCSG	-	-	-	-	68,471	-	-	17,710	-	-	9,098	-	9,098	104,377	-	104,377
8296 Other Federal Revenue	-	-	-	2,500	-	-	2,500	-	-	2,500	-	-	2,500	10,000	-	10,000
	-	-	2,182	16,075	72,835	4,364	18,257	22,074	4,364	18,257	13,462	4,364	36,105	212,338	41,632	170,706
Other State Revenue																
8311 State Special Education	-	4,612	4,612	8,302	8,302	8,302	8,302	8,302	8,302	8,302	8,302	8,302	8,302	92,250	43,050	49,200
8520 Child Nutrition	-	-	114	114	227	227	227	227	227	227	227	227	227	2,272	1,060	1,212
8545 School Facilities (SB740)	-	-	-	-	-	-	89,009	-	-	-	44,504	-	44,504	178,017	81,000	-
8550 Mandated Cost	-	-	-	-	-	3,215	-	-	-	-	-	-	-	3,215	-	3,215
8560 State Lottery	-	-	-	-	-	-	7,313	-	-	7,313	-	-	14,627	29,253	13,651	15,602
	-	4,612	4,726	8,416	8,530	11,745	104,851	8,530	8,530	15,843	53,034	8,530	67,660	305,007	138,761	69,228
Other Local Revenue																
8699 School Fundraising	-	500	500	1,300	1,100	1,100	1,100	1,100	1,100	1,100	1,100	-	-	10,000	10,000	-
	-	500	500	1,300	1,100	1,100	1,100	1,100	1,100	1,100	1,100	-	-	10,000	10,000	-
Total Revenue	-	51,506	64,126	413,969	173,200	107,944	348,222	122,439	209,623	223,434	240,640	185,938	284,159	2,425,201	1,049,388	1,375,813
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	1,809	10,069	10,069	10,069	10,069	10,069	10,069	10,069	10,069	10,069	10,069	10,069	-	112,572	75,070	(37,502)
3202 PERS	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	-	12,531	11,835	(696)
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)
	10,909	20,341	20,341	20,341	20,341	20,341	21,111	20,918	20,533	20,341	20,341	20,341	-	236,196	164,178	(72,018)

Capital College and Career Academy

Monthly Cash Flow/Forecast FY23-24

Revised 6/17/2021

ADA = 147.00



	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 Materials	-	4,000	4,000	4,000	4,000	-	-	-	-	-	-	-	-	16,000	8,000	(8,000)
4200 Books and Other Reference Materials	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	-	5,555	5,555	9,999	9,999	9,999	9,999	9,999	9,999	9,999	9,999	9,999	9,999	111,100	47,355	(63,745)
	-	5,555	5,555	9,999	9,999	9,999	9,999	9,999	9,999	9,999	9,999	9,999	9,999	111,100	47,355	(63,745)
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	4,042	4,042	4,042	4,042	4,042	4,042	4,042	4,042	4,042	4,042	4,042	4,042	-	48,504	42,000	(6,504)
5812 District Oversight Fee	-	-	-	1,031	-	-	5,696	-	-	5,104	-	-	7,147	18,979	8,590	(10,389)
5815 Public Relations/Recruitment	-	-	510	510	510	510	510	510	510	510	510	510	-	5,100	5,000	(100)
	4,531	4,531	9,076	6,108	5,076	5,076	10,773	5,076	5,076	10,180	5,076	17,076	7,147	94,805	67,290	(27,515)
Interest																
7438 Interest Expense	10,000	-	-	-	-	-	-	-	-	-	-	-	-	10,000	15,000	5,000
	10,000	-	-	-	-	-	-	-	-	-	-	-	-	10,000	15,000	5,000
Total Expenses																
	105,701	168,438	147,246	148,721	147,690	143,384	149,851	143,962	143,577	148,488	143,384	155,384	17,146	1,762,974	1,048,149	(714,825)
Monthly Surplus (Deficit)																
	(105,701)	(116,932)	(83,120)	265,248	25,510	(35,440)	198,372	(21,523)	66,046	74,946	97,256	30,554	267,013	662,228	1,240	660,988

Capital College and Career Academy

Monthly Cash Flow/Forecast FY23-24

Revised 6/17/2021

ADA = 147.00



	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)	(105,701)	(116,932)	(83,120)	265,248	25,510	(35,440)	198,372	(21,523)	66,046	74,946	97,256	30,554	267,013	662,228		
Cash flows from operating activities																
Public Funding Receivables	76,494	-	-	-	-	-	51,890	-	-	-	-	-	(284,159)	(155,775)		
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Accounts Payable	(12,462)	-	-	-	-	-	-	-	-	-	-	-	17,146	4,684		
Accrued Expenses	10,000	-	-	(10,000)	-	-	-	-	-	-	-	-	-	-		
Cash flows from financing activities																
Proceeds from Factoring	200,000	-	-	-	-	-	-	-	-	-	-	-	-	200,000		
Payments on Factoring	-	-	-	(200,000)	-	-	-	-	-	-	-	-	-	(200,000)		
Proceeds(Payments) on Debt	-	-	-	(6,250)	(6,250)	(6,250)	(6,250)	(6,250)	(6,250)	-	-	-	-	(37,500)		
Total Change in Cash	168,330	(116,932)	(83,120)	48,998	19,260	(41,690)	244,012	(27,773)	59,796	74,946	97,256	30,554				
Cash, Beginning of Month	35,318	203,648	86,716	3,596	52,593	71,853	30,163	274,175	246,402	306,198	381,144	478,400				
Cash, End of Month	203,648	86,716	3,596	52,593	71,853	30,163	274,175	246,402	306,198	381,144	478,400	508,954				

Capital College and Career Academy

Monthly Cash Flow/Forecast FY24-25

Revised 6/17/2021

ADA = 235.20



	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															ADA = 147.00	
8011 LCFF State Aid	-	80,658	80,658	423,722	145,184	145,184	280,689	145,184	255,954	255,954	255,954	255,954	255,954	2,581,049	1,545,821	1,035,228
8012 Education Protection Account	-	-	-	3,430	-	-	3,430	-	-	15,190	-	-	24,990	47,040	29,400	17,640
8096 In Lieu of Property Taxes	-	21,939	43,878	68,399	41,297	41,297	41,297	41,297	72,270	36,135	36,135	36,135	36,135	516,217	322,636	193,581
	-	102,597	124,536	495,551	186,481	186,481	325,416	186,481	328,224	307,279	292,089	292,089	317,079	3,144,306	1,897,857	1,246,450
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	-	-	-	16,170	-	-	16,170	-	-	16,170	-	-	16,170	64,680	40,425	24,255
8291 Title II, Part A - Teacher Quality	-	-	-	2,058	-	-	2,058	-	-	2,058	-	-	2,058	8,232	5,145	3,087
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	24,219	6,983	6,983	27,711	6,983	6,983	27,711	6,983	6,983	46,461	171,487	212,338	(40,851)
Other State Revenue																
8311 State Special Education	-	7,380	7,380	13,284	13,284	13,284	13,284	13,284	13,284	13,284	13,284	13,284	13,284	147,600	92,250	55,350
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	178,017	
8550 Mandated Cost	-	-	-	-	-	3,215	-	-	-	-	-	-	3,675	6,890	3,215	3,675
8560 State Lottery	-	-	-	-	-	-	11,701	-	-	11,701	-	-	23,402	46,805	29,253	17,552
	-	7,380	7,562	13,466	13,647	16,863	142,292	13,647	13,647	25,349	72,119	13,647	99,196	438,817	305,007	77,939
Other Local Revenue																
8699 School Fundraising	-	500	500	1,300	1,100	1,100	1,100	1,100	1,100	1,100	1,100	-	-	10,000	10,000	-
	-	500	500	1,300	1,100	1,100	1,100	1,100	1,100	1,100	1,100	-	-	10,000	10,000	-
Total Revenue	-	110,477	136,089	534,536	208,211	211,427	496,519	208,211	349,954	361,438	372,291	312,719	462,736	3,764,610	2,425,201	1,339,409
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	2,848	15,848	15,848	15,848	15,848	15,848	15,848	15,848	15,848	15,848	15,848	15,848	-	177,179	112,572	(64,607)
3202 PERS	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	-	12,781	12,531	(251)
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)
	16,105	30,905	30,905	30,905	30,905	30,905	32,025	31,745	31,185	30,905	30,905	30,905	-	358,295	236,196	(122,099)
Books and Supplies																
4100 Textbooks and Core Curricula Materi	-	8,000	8,000	8,000	8,000	-	-	-	-	-	-	-	-	32,000	16,000	(16,000)
4200 Books and Other Reference Materi	499	499	499	499	499	-	-	-	-	-	-	-	-	2,497	1,530	(967)
4302 School Supplies	2,973	2,973	2,973	2,973	2,973	2,973	2,973	2,973	2,973	2,973	2,973	2,973	-	35,671	21,857	(13,814)
4310 Office Expense	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	-	13,733	8,415	(5,318)
4400 Noncapitalized Equipment	31,313	31,313	-	-	-	-	-	-	-	-	-	-	-	62,625	51,475	(11,150)
4700 Food Services	-	6,948	6,948	6,948	6,948	6,948	6,948	6,948	6,948	6,948	6,948	6,948	-	76,428	46,831	(29,597)
	35,929	50,877	19,564	19,564	19,564	11,065	11,065	11,065	11,065	11,065	11,065	11,065	-	222,954	146,108	(76,846)

Capital College and Career Academy

Monthly Cash Flow/Forecast FY24-25

Revised 6/17/2021

ADA = 235.20



	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	-	9,149	9,149	16,469	16,469	16,469	16,469	16,469	16,469	16,469	16,469	16,469	16,469	182,985	111,100	(71,885)
	-	9,149	9,149	16,469	16,469	16,469	16,469	16,469	16,469	16,469	16,469	16,469	16,469	182,985	111,100	(71,885)
Operations and Housekeeping																
5201 Auto and Travel	-	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	-	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	-	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	-	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	-	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	-	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	-	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	-	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	-	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	-	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	-	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	-	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	-	364	357	(7)
5810 Payroll Service Fee	104	104	104	104	104	104	104	104	104	104	104	104	-	1,248	765	(483)
5811 Management Fee	6,274	6,274	6,274	6,274	6,274	6,274	6,274	6,274	6,274	6,274	6,274	6,274	-	75,292	48,504	(26,788)
5812 District Oversight Fee	-	-	-	2,271	-	-	8,685	-	-	8,401	-	-	12,085	31,443	18,979	(12,464)
5815 Public Relations/Recruitment	-	-	520	520	520	520	520	520	520	520	520	520	-	5,202	5,100	(102)
	6,812	6,812	13,897	9,640	7,369	7,369	16,054	7,369	7,369	15,770	7,369	19,609	12,085	137,520	94,805	(42,715)
Interest																
7438 Interest Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000	10,000
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000	10,000
Total Expenses	119,231	233,202	208,974	212,037	209,765	201,266	211,071	202,106	201,546	209,667	201,266	213,506	28,554	2,452,190	1,762,974	(689,216)
Monthly Surplus (Deficit)	(119,231)	(122,725)	(72,885)	322,499	(1,554)	10,161	285,448	6,105	148,409	151,771	171,025	99,213	434,182	1,312,420	662,228	650,192

Capital College and Career Academy

Monthly Cash Flow/Forecast FY24-25

Revised 6/17/2021

ADA = 235.20



	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)	(119,231)	(122,725)	(72,885)	322,499	(1,554)	10,161	285,448	6,105	148,409	151,771	171,025	99,213	434,182	1,312,420		
Cash flows from operating activities																
Public Funding Receivables	184,986	44,504	14,627	-	-	-	40,043	-	-	-	-	-	(462,736)	(178,577)		
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Accounts Payable	(17,146)	-	-	-	-	-	-	-	-	-	-	-	28,554	11,408		
Accrued Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Cash flows from financing activities																
Proceeds from Factoring	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Payments on Factoring	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Proceeds(Payments) on Debt	-	-	-	(6,250)	(6,250)	(6,250)	(6,250)	(6,250)	(6,250)	-	-	-	-	(37,500)		
Total Change in Cash	48,609	(78,221)	(58,258)	316,249	(7,804)	3,911	319,241	(145)	142,159	151,771	171,025	99,213				
Cash, Beginning of Month	508,954	557,563	479,342	421,084	737,333	729,529	733,440	1,052,682	1,052,537	1,194,696	1,346,467	1,517,492				
Cash, End of Month	557,563	479,342	421,084	737,333	729,529	733,440	1,052,682	1,052,537	1,194,696	1,346,467	1,517,492	1,616,705				

Capital College and Career Academy

Multi-Year Forecast

Revised 6/17/2021



	2022-23	2023-24	2024-25	2025-26	2026-27
	Budget	Forecast	Forecast	Forecast	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	68.60	147.00	235.20	333.20	362.60
Revenues					
State Aid - Revenue Limit					
8011 LCFF State Aid	\$ 694,712	\$ 1,545,821	\$ 2,581,049	\$ 3,656,485	\$ 3,979,116
8012 Education Protection Account	13,720	29,400	47,040	66,640	72,520
8096 In Lieu of Property Taxes	150,563	322,636	516,217	731,307	795,834
	858,995	1,897,857	3,144,306	4,454,433	4,847,471
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	18,865	40,425	64,680	91,630	99,715
8291 Title II, Part A - Teacher Quality	2,401	5,145	8,232	11,662	12,691
8294 Title V, Part B - PCSG	-	104,377	-	-	-
8296 Other Federal Revenue	-	10,000	10,000	10,000	10,000
	41,632	212,338	171,487	226,211	242,449
Other State Revenue					
8311 State Special Education	43,050	92,250	147,600	209,099	227,549
8520 Child Nutrition	1,060	2,272	3,635	5,150	5,604
8545 School Facilities (SB740)	81,000	178,017	233,888	245,582	257,861
8550 Mandated Cost	-	3,215	6,890	11,024	15,617
8560 State Lottery	13,651	29,253	46,805	66,307	72,157
	138,761	305,007	438,817	537,161	578,789
Other Local Revenue					
8699 School Fundraising	10,000	10,000	10,000	10,000	10,000
	10,000	10,000	10,000	10,000	10,000
Total Revenue	\$ 1,049,388	\$ 2,425,201	\$ 3,764,610	\$ 5,227,805	\$ 5,678,708
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
	414,750	621,945	978,888	1,136,424	1,159,152
Classified Salaries					
2400 Clerical and Office Staff Salaries	45,000	45,900	46,818	92,754	94,609
2900 Other Classified Salaries	-	-	-	-	-
	45,000	45,900	46,818	92,754	94,609
Benefits					
3101 STRS	75,070	112,572	177,179	205,693	209,807
3202 PERS	11,835	12,531	12,781	25,322	25,828
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
	164,178	236,196	358,295	438,353	446,988

Capital College and Career Academy

Multi-Year Forecast

Revised 6/17/2021



	2022-23	2023-24	2024-25	2025-26	2026-27
	Budget	Forecast	Forecast	Forecast	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	47,355	111,100	182,985	245,409	263,940
	47,355	111,100	182,985	245,409	263,940
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	48,504	75,292	104,556	113,574
5812 District Oversight Fee	8,590	18,979	31,443	44,544	48,475
5815 Public Relations/Recruitment	5,000	5,100	5,202	5,306	5,412
	67,290	94,805	137,520	183,806	198,460
Interest					
7438 Interest Expense	15,000	10,000	-	-	-
	15,000	10,000	-	-	-
Total Expenses	\$ 1,048,149	\$ 1,762,974	\$ 2,452,190	\$ 2,952,174	\$ 3,036,234
Surplus (Deficit)	\$ 1,240	\$ 662,228	\$ 1,312,420	\$ 2,275,631	\$ 2,642,474
Fund Balance, Beginning of Year	\$ -	\$ 1,240	\$ 663,467	\$ 1,975,888	\$ 4,251,518
Fund Balance, End of Year	<u>\$ 1,240</u>	<u>\$ 663,467</u>	<u>\$ 1,975,888</u>	<u>\$ 4,251,518</u>	<u>\$ 6,893,992</u>
	0.1%	37.6%	80.6%	144.0%	227.1%

Capital College and Career Academy

Multi-Year Forecast

Revised 6/17/2021



	2022-23	2023-24	2024-25	2025-26	2026-27
	Budget	Forecast	Forecast	Forecast	Forecast
Cash Flow Adjustments					
Surplus (Deficit)	1,240	662,228	1,312,420	2,275,631	2,642,474
Cash Flows From Operating Activities					
Public Funding Receivables	(128,384)	(155,775)	(178,577)	(150,038)	(53,963)
Accounts Payable	12,462	4,684	11,408	(1,864)	2,062
Cash Flows From Financing Activities					
Proceeds from Factoring	300,000	200,000	-	-	-
Payments on Factoring	(300,000)	(200,000)	-	-	-
Proceeds(Payments) on Debt	150,000	(37,500)	(37,500)	(37,500)	(37,500)
Total Change in Cash	35,318	473,636	1,107,751	2,086,229	2,553,073
Cash, Beginning of Year	-	35,318	508,954	1,616,705	3,702,935
Cash, End of Year	\$ 35,318	\$ 508,954	\$ 1,616,705	\$ 3,702,935	\$ 6,256,007

Capital College and Career Academy
Multi-Year Forecast
Revised 6/01/2021



	2022-23	2023-24	2024-25	2025-26	2026-27
	Budget	Forecast	Forecast	Forecast	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	68.60	147.00	235.20	333.20	362.60
Revenues					
State Aid - Revenue Limit					
8011 LCFF State Aid	\$ 694,712	\$ 1,545,821	\$ 2,581,049	\$ 3,656,485	\$ 3,979,116
8012 Education Protection Account	13,720	29,400	47,040	66,640	72,520
8096 In Lieu of Property Taxes	150,563	322,636	516,217	731,307	795,834
	858,995	1,897,857	3,144,306	4,454,433	4,847,471
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	18,865	40,425	64,680	91,630	99,715
8291 Title II, Part A - Teacher Quality	2,401	5,145	8,232	11,662	12,691
8294 Title V, Part B - PCSG	-	104,377	-	-	-
8296 Other Federal Revenue	-	10,000	10,000	10,000	10,000
	41,632	212,338	171,487	226,211	242,449
Other State Revenue					
8311 State Special Education	43,050	92,250	147,600	209,099	227,549
8520 Child Nutrition	1,060	2,272	3,635	5,150	5,604
8545 School Facilities (SB740)	81,000	178,017	222,750	222,750	222,750
8550 Mandated Cost	-	3,215	6,890	11,024	15,617
8560 State Lottery	13,651	29,253	46,805	66,307	72,157
	138,761	305,007	427,679	514,330	543,678
Other Local Revenue					
8699 School Fundraising	10,000	10,000	10,000	10,000	10,000
8980 Contributions, Unrestricted	-	-	-	-	-
	10,000	10,000	10,000	10,000	10,000
Total Revenue	\$ 1,049,388	\$ 2,425,201	\$ 3,753,473	\$ 5,204,973	\$ 5,643,597
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
	414,750	621,945	978,888	1,136,424	1,159,152
Classified Salaries					
2400 Clerical and Office Staff Salaries	45,000	45,900	46,818	92,754	94,609
	45,000	45,900	46,818	92,754	94,609
Benefits					
3101 STRS	75,070	112,572	177,179	205,693	209,807
3202 PERS	11,835	12,531	12,781	25,322	25,828
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
	164,178	236,196	358,295	438,353	446,988

Capital College and Career Academy
Multi-Year Forecast
Revised 6/01/2021



	2022-23	2023-24	2024-25	2025-26	2026-27
	Budget	Forecast	Forecast	Forecast	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	47,355	111,100	182,985	245,409	263,940
	47,355	111,100	182,985	245,409	263,940
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	297,000	297,000	297,000
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	338,467	339,297	340,143
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	48,504	75,069	104,099	112,872
5812 District Oversight Fee	8,590	18,979	31,443	44,544	48,475
5815 Public Relations/Recruitment	5,000	5,100	5,202	5,306	5,412
	67,290	94,805	137,297	183,349	197,757
Depreciation					
6900 Depreciation Expense	-	-	-	-	-
	-	-	-	-	-
Interest					
7438 Interest Expense	15,000	-	-	-	-
	15,000	-	-	-	-
Total Expenses	\$ 1,048,149	\$ 1,752,974	\$ 2,437,117	\$ 2,921,275	\$ 2,988,718
Surplus (Deficit)	\$ 1,240	\$ 672,228	\$ 1,316,355	\$ 2,283,698	\$ 2,654,880
Fund Balance, Beginning of Year	\$ -	\$ 1,240	\$ 673,467	\$ 1,989,823	\$ 4,273,521
Fund Balance, End of Year	\$ 1,240	\$ 673,467	\$ 1,989,823	\$ 4,273,521	\$ 6,928,400
	0.1%	38.4%	81.6%	146.3%	231.8%

Capital College and Career Academy

Multi-Year Forecast

Revised 6/01/2021



	2022-23	2023-24	2024-25	2025-26	2026-27
	Budget	Forecast	Forecast	Forecast	Forecast
Cash Flow Adjustments					
Surplus (Deficit)	1,240	672,228	1,316,355	2,283,698	2,654,880
Cash Flows From Operating Activities					
Depreciation/Amortization	-	-	-	-	-
Public Funding Receivables	(128,384)	(155,775)	(175,792)	(147,115)	(50,893)
Prepaid Expenses	-	-	-	-	-
Accounts Payable	12,462	16,905	19,315	5,003	4,100
Accrued Expenses	-	-	-	-	-
Cash Flows From Investing Activities					
Purchases of Prop. And Equip.	-	-	-	-	-
Cash Flows From Financing Activities					
Proceeds(Payments) on Debt	150,000	(37,500)	(37,500)	(37,500)	(37,500)
Total Change in Cash	35,318	495,857	1,122,378	2,104,087	2,570,587
Cash, Beginning of Year	-	35,318	531,175	1,653,553	3,757,640
Cash, End of Year	\$ 35,318	\$ 531,175	\$ 1,653,553	\$ 3,757,640	\$ 6,328,227

Capital College and Career Academy Budget planning			25:1 staffing ratio required			Additional staff			Additional staff			Additional staff		
Year 1 2022/23	FTE		Year 2 2023/24	FTE		Year 3 2024/25	FTE		Year 4 2025/26	FTE		Year 5 2026/27	FTE	
1 Teacher (English)	\$	65,000.00	1 Teacher (Social Studies)	\$	66,300.00	1 Teacher (Art)	\$	65,000.00	1 Teacher (Science #2)	\$	65,000.00	1 Teacher (Science #2)	\$	65,000.00
1 Teacher (Math)	\$	65,000.00				1 Teacher (English #2)	\$	65,000.00	1 Teacher (World Language #2)	\$	65,000.00	1 Teacher (World Language #2)	\$	65,000.00
1 Teacher (Science)	\$	65,000.00				1 Teacher (Math #2)	\$	65,000.00						
1 Teacher (CTE)	\$	65,000.00				1 Teacher (CTE #2)	\$	65,000.00						
1 Teacher (World Language)	\$	65,000.00												
1 Teacher (Cert PE/Health-Safety)	\$	60,000.00												
1 Site Director	\$	80,000.00				1 Assistant Site Director	\$	74,285.00						
1 Office Manager	\$	45,000.00												
1 Counselor--Academic/Social	\$	70,000.00												
	\$	580,000.00	+ PY with 2% rate increase	\$	657,900.00	+ PY with 2% rate increase	\$	1,005,343.00	+ PY with 2% rate increase	\$	1,200,449.86			
Possible cut														

APPENDIX S

PETITION FOR THE ESTABLISHMENT OF CAPITAL COLLEGE & CAREER ACADEMY CHARTER SCHOOL

We the undersigned believe that the attached charter for the creation of Capital College & Career Academy Charter School (the "Charter School") merits consideration and hereby petition the governing board of the Sacramento County Office of Education to grant approval of the charter pursuant to Education Code Section 47605 to enable the creation of the Charter School. The Petitioners for the Charter School agree to operate the Charter School pursuant to the terms of the Charter Schools Act and the provisions of the Charter School's charter. The petitioners authorize the Leadership Team to negotiate any non-substantive amendments to the charter necessary to secure approval. Signature page is attached to petition upon signature. The petitioners listed below certify that they are teachers who are meaningfully interested in teaching at the Charter.

NAME	SIGNATURE	ADDRESS	SUBJECT TAUGHT	PHONE NUMBER	DATE
1. Kirsten Spall	<i>Kirsten Spall</i>	3609 1st Ave. Sacramento CA 95817	English	916-501-4671	6/19/21
2. Emily Finch	<i>Emily Finch</i>	2220 Cothranwood Way Sacramento CA 95835	Science	925-989-0133	6/17/21
3. Stephen Osborn	<i>Stephen Osborn</i>	5304 Bancroft Way Sacramento, CA 95808	Math	916-203-6055	6/23/21
4. Jeff Pollow	<i>Jeff Pollow</i>	1654 Truvelier Way Woodland CA	Social Studies	530-383-0274	6/27/21
5.			Foreign Language		
6.			CTE		
7. Rich Fanning	<i>Rich Fanning</i>	700 Village Ave Roseville CA	Physical Education	916-708-1843	6-14-21

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