

DENVER CHRISTIAN SCHOOLS

Society Meeting Minutes

June 20, 2016

7:00 PM – Teller Campus

- I. Welcome
- II. Opening Devotions- Todd Lanting
- III. Review and Acceptance of Agenda - Approved
- IV. Review of Minutes of April 11, 2016 Board Meeting – Approved (see attachment)
- V. Executive Reports
 - a. Enrollment
 - i. As off today we have 429 enrolled for next year
 - ii. We have an additional 55 students interested in some extent
 - iii. Last year at this time, we had 394 enrolled and 428 budgeted
 - iv. Last year we 12 students enrolled in August
 - b. Todd requests Society’s prayers as the Education Team goes on their summit / retreat next week to plan for the year ahead
 - c. Capital Campaign
 - i. Over \$8.1M in cash and pledges to date
 - ii. Scott Lumpkin of Lumpkin and Associates will be our chief consultant moving forward. He is the former development director at DU.
 - d. Construction
 - i. Fields are nearly graded despite recent wet weather
 - ii. Expanding parking from 25 to 65 parking spaces
 - iii. Opening of the soccer/football field is slated for some time in October
 - iv. Opening of the baseball field is slated for some time in November
 - e. Advancement
 - i. Working on additional ideas for community building with teachers and families
 - ii. Looking at how we engage more parents in parent’s association – restructured governance
 - iii. Inclusion and Extend Programs – doubling the numbers of kids we are bringing in. Working on financial sustainability.
 - iv. Working on expanding athletic programs
 - v. Summer Camp – full time summer camp director now working on camps for next year.
- VI. Presentation of 2016 / 2017 Budget for Society Approval
 - a. Highlights
 - i. 95% re-enrollment rate has been an extreme blessing for the budget
 - ii. Brant explained nature of the budget deficit for last year
 - iii. Loyalty drive proceeds are now applied to the next fiscal year

- iv. Rental income should grow. We can now rent gyms and fields.
 - v. Compensation plans will move forward as intended.
 - vi. Curriculum updates will occur annually on a cycle for various subjects
 - vii. Changing audit firm this year as a good business practice
 - viii. We will be updating the accounting system next year
 - ix. Brant pointed out the referral program and its incentives
 - x. In future, pond can provide irrigation water for campus which will save money
 - xi. In next 5 years, we will look to fund capital replacement funds and technology funds
 - xii. Board has previously approved this budget
- b. Society approved the budget as presented by Brant Epperhart (see attachment)

VII. Ratification of New Board Members:

Michael Jewell:

Michael and his wife Jennifer are members at Bear Creek Evangelical Presbyterian Church. Silas is just completing Kindergarten and Colette is enrolled for Pre-k next year. Michael brings an assertive decision making approach from his prior executive leadership positions. Christian education helped shape his life and he is committed to helping it shape many more lives at DC.

Jason Monaco:

Jason and his wife Elizabeth have four children at DC: Alex(9th), Megan(6th), Charlotte(2nd) and Whitney(1st). They are members at Emmaus Church Denver. Jason brings a lot of professional and prior board experience that will bolster Denver Christian's vision and goals for the future.

Debbie Fitzgerald:

Debbie and her husband Scott have two girls: Kaitlyn is finishing 8th grade and Sydney 5th grade. Their church membership is at Restoration Community Church in Denver. She will provide another female voice and will be invaluable in helping with communication along with PR/Marketing. She is a very vocal supporter of Denver Christian and is excited to serve on the Board.

- a. Society voted to approve all three candidates to the Board of Trustees

VIII. ReNew Update (Jennifer Kawasaki)

- a. 53 local artists on display
- b. Holding classes
- c. Selling recycled furniture
- d. Looking to rent upper floor to others who may need space
- e. Looking for someone to market to students and those who need to furnish new apartments

IX. Service Awards – Todd recognized the following individuals

- a. Amber VanMaanen – 5 years
- b. Maggie Ballard – 10 years

- c. Lori Bailey – 10 years
 - d. Reba Bull – 20 years
 - e. Linda Holmes – 25 years
 - f. Chuck Aardsma – 30 years
 - g. Carl Leep– 35 years
- X. Public Comment
- a. No public comments or questions were submitted to the board within 2 days prior to the Society Meeting
- XI. Closing Prayer – Trevor Nydam
- XII. Adjournment

DENVER CHRISTIAN SCHOOLS

Board of Trustees

April 11, 2016

6:00 PM –Teller

- I. Welcome
- II. Opening Devotions- Trevor Nydam
- III. Review and Acceptance of Agenda
- IV. Review of Minutes - Approved
- V. Consent Agenda Items- None
- VI. Executive Team Reports
 - A. Academics (see attached report)
 - a. Exploring a dual accreditation with ACSI in addition to our existing CSI accreditation
 - b. Benefits:
 - i. Easier to partner with other area Christian schools for academic events
 - ii. Recruitment: broaden our appeal to multiple denominations
 - c. Todd indicated that it is not our intent to ever drop the CSI accreditation
 - B. Student life (see attached report)
 - a. Todd reported that DCS will take another look at chapel program and ways to breathe new life into that aspect of student life.
 - C. Community life (see attached report)
 - a. Database of volunteers is in development for next year – will include ReNew volunteers and hours
 - D. Marketing (see attached report)
 - a. Looking to strengthen relationships with churches represented by current students
 - b. Jen Kawasaki is working with CHSAA on expanding athletic offerings
 - c. Summer camp enrollment is very successful. Some are already sold out.
 - E. Capital Campaign
 - a. Monies and pledges continue to come in. Potential for more large donors leading up to 100-year celebration
 - F. Admissions (see attached report)
 - a. Admissions look promising. 90+% retention rate.
 - b. Todd requests continued prayer that enrollment will continue to look promising.
 - G. Business Office (Finance, Facilities, HR)
 - a. Year-end projected budget deficit of approximately \$200k
 - b. 18 fewer students than expected for approved budget last year
 - c. \$3,349,584 actual YTD expenses vs. YTD budget of \$3,245,343
 - d. Loyalty Drive
 - i. \$211,636 in receipts against a budget of \$200,000

- ii. In future years, loyalty drive monies will move forward into the next fiscal year's budget.

VII. Board Items

A. Old Business

- 1) ReNew update – revenues are slowly improving. \$5,000 monthly deficit which is at least \$6,000 better than where we were before.
- 2) Jen Kawasaki has found a person to source furniture which has been a huge blessing.

B. Construction update – schedule is a few weeks behind due to spring snows and rains

VIII. Public Comment (visitors please submit topics to DCS.Board@denverchristian.org at least two days prior to the meeting)

IX. Closing Prayer- Cal Van Heukelem

X. Adjournment

April 2016 Board Report Academics

The year in Academics has gone very well. We have implemented our initiatives (inclusion, makerspace, professional development, enrichment blocks, enhanced dual enrollment/AP courses) and are in the process of evaluating the success of each of these new programs. We have made good progress in preparation for our accreditation visit next spring.

Accreditation

1. Bob Van Wieren from CSI came out to visit the school, meet with administration, and provide training for the School Improvement Team on Feb 29 - March 1
2. CSI spring 2017 accreditation visit is scheduled for April 11-13, 2017
3. Annual Report to CSI is due April 15.
4. Steve Kortenhoeven. and Tracey Twinam served on AdvancEd external review teams for schools this spring; Tyler Amidon is serving on an external review team for CSI at Rehoboth. These are great preparation to lead us next year for our accreditation visit.

Professional Development

1. Thanks to the professional development funds and innovation grants, the following teachers have been able to participate in professional development conferences this year.
 - a. Nancy Waanders
 - b. Rene Meyer
 - c. Deb Hogan
 - d. Maggie Ballard
 - e. Reba Bull
 - f. Danielle Mayen
 - g. Karen Waanders
 - h. Davina Perret
 - i. Dee Dyk
 - j. Judy Gunnink
 - k. Dave Byma
 - l. Steve Kortenhoeven
 - m. Brad Homan
 - n. Todd Lanting
2. We are looking to send a number of teachers also to the ISTE conference in June (international society of technology educators) in Denver.
3. We have also had very productive inservice days this year on November 16, January 4, and February 29.

Standardized Test Scores

1. MAP – Fall testing results are below. We are getting ready for our MAP testing in the spring (end of April), our first in the web-based format. Tracey Twinam and Chuck Aardsma have put in a ton of time getting ready for this transition. This is

an important testing time as we assess growth from fall to spring (and test the entire school K-12). The results from these tests will be distributed to parents on May 12-13 parent teacher conferences.

	Grade	Norm Reading	DCS Reading	Variance	Norm Math	DCS Math	Variance	Norm LA	DCS LA	Variance
2015 (Fall)	1	160.7	171.2	10.5	162.4	175.1	12.7			
	2	174.7	188	13.3	176.9	190.1	13.2	174.5	188	13.5
	3	188.3	196.3	8	190.4	198.8	8.4	189.4	200.5	11.1
	4	198.2	209.1	10.9	201.9	211.8	9.9	198.8	210	11.2
	5	205.7	211.8	6.1	211.4	218.7	7.3	205.6	212.7	7.1
	6	211	218.3	7.3	217.6	221.7	4.1	210.7	217	6.3
	7	214.4	221.6	7.2	222.6	226.8	4.2	214	220.8	6.8
	8	217.2	232.2	15	226.3	241.6	15.3	216.2	231.7	15.5
	9	220.2			230.3			218.4		
	10	220.4			230.1			218.9		
	11	222.6			233.3			221.5		
	12									

2. College Entrance Testing – In the fall, juniors took the PSAT and seniors took the ACT. This spring juniors took the ACT. All of our high school college entrance testing is administered by Dee Dyk, who has done a ton of work to continue to provide this option for the students.
3. The state of Colorado has officially “adopted” the SAT as their college entrance test of choice. We are watching this closely as the SAT just launched a new test format. The high majority of colleges accept either the ACT or SAT, and many prefer the ACT due to the SAT changing tests. At this point, we have committed to the ACT for another year and will see the responses from this first round of SAT testing in Colorado public schools.

Co-Curricular Additional Notes

1. The high school band and DC singers just returned from their every other year trip to compete at Disney.
2. Drama -- We produced the following plays this year in the drama program.
 - a. Fall -- A Christmas Story (high school)
 - b. Spring -- Shrek (middle school and high school)
3. We added girls golf this spring to our sports program. We continue to offer competitive teams in many sports, especially for a school our size. As we grow and student interest is present, we will be adding sports. Below is listed the sports that we competed in this year.

Middle School

Fall -- boys soccer, girls volleyball, coed cross country

Winter -- boys basketball, girls basketball

Spring -- girls soccer, coed track

High School

Fall -- girls volleyball, boys golf, boys soccer, coed cross country

Winter -- girls basketball, boys basketball, girls cheer, coed weight-lifting

Spring -- girls soccer, boys baseball, girls golf, coed track

2016 - April Board Report - *Student Life*

Developing a mentoring program: We've started a neat mentoring program that involves some high school juniors and seniors mentoring our 7th grade boys and girls. The focus is helping our current 7th graders think about being leaders as 8th graders in our middle school. With the potential big bump in our middle school numbers, student leadership is going to be a key factor into maintain our great culture. Our 7th graders are divided into groups of approximately 9 students and the groups are divided into girls and boys groups. We are also involving 3 middle school teachers and 1 counselor in this program to help provide guidance to our high school students as they perform this critical role on our campus. The groups are scheduled to meet once per week. Excited to see this pilot program grow into something more robust and involve as many age groups as possible. Your prayers are appreciated for this program.

High School Course development focused on a Restorative Practices mentoring program: (<http://goo.gl/WbtZPa>) - As RP continues to grow more and more a part of our Denver Christian's culture it is time to take it to the next level. The goal right now is to develop a 1st term high school course that teaches high school juniors and seniors how to be restorative mentors to the other students on campus. A brief description of the idea is as follows. Work through a curriculum with the high school students 2 days a week and they will be out during the other 3 days of the week formally and informally mentoring students on campus. The thought is they will work with PreK-12 students. I look forward to exploring this further.

Launching the 6th - 12th grade B.Y.O.D. (Connected Learning Program) - [Click here for details](#)

Middle School Principal:

- Continuing to focus on preparing our students for tomorrow, next year and high school in as many areas as possible, academics, socially and more.
- This continues to be an amazing job full of joy and challenges.
- My relationship with the middle school students continues to get strong.
- Have committed to doing teacher evaluations all morning every Tuesday. This is providing valuable feedback to our already great teachers. It has really given our staff a focus of growth and improvement.
- I've really enjoyed connecting with students on all kinds of levels. For example, I know who is missing assignments, who is struggling with a particular subject, who is now excelling that *used to be* struggling.
- We continue to focus on community, especially given the incoming 6th grade class that could possibly reach 55 or even more students.

Questions? tamidon@denverchristian.org or 303.763.7916

Board Report
Director of Community Life
April 2016

ADMISSIONS

- Parent Information Meetings were held on January 11 for those whose children were “moving up” into Kindergarten, 6th grade, and 9th grade. These are transition grades where we often attract new families to DC. It was a busy night with many tours in addition to the presentations by staff.
- DC Experience Day was held on January 20 with several tours and classroom visits that morning.
- OPEN House held on February 18
- Carrie is seen often giving tours, setting up testing, and arranging final interviews.

STAFF/COMMUNITY RELATIONS

Several events have occurred to showcase student work as well as to give parents and staff opportunity to build community. They include:

- Gym Dedication on January 8. The gyms will continue to be the hub for the DC community. It was good to see so many alumni attending that evening. It was great to host home basketball games this season.
- Calvin College January Series attracted 15-25 people each day from January 6 thru January 27. Great community building for an “older generation” and great to keep them connected to DC.
- Mr. Wurst was able to showcase his bands from 5th grade thru high school on Feb.8 and again on February 22 with the Jazz Band and DC singers. Great support and encouragement with full house attendance each night. No one left disappointed!
- Global Awareness Night was hosted by our media specialists Nancy and Karen Waanders on February 17. During the month of February students focused on empathy and looking at “walking in another person’s shoes”.
- Mr. 100 held on April 8

PARENT ASSOCIATION

Our DCPA continues to be very active and supportive. They hosted our Daddy/Daughter Dance on February 20. Once again it received great reviews and gives our dads a good avenue to connect with each other. Our staff will be royally treated the week of April 11-15 for Staff Appreciation week and our moms will be honored on April 15 with our morning with moms event.

We launched a new Volunteer Coordinator Program in January with Debra Adair leading the program. She is helping various groups and event planners to identify volunteer needs and assisting with signing volunteers up to get our needs accomplished. She is also encouraging our volunteers to help us track the kinds of jobs that getting accomplished and the number of hours our community is giving to DC. We set a goal of 3,000 hours and we reached that goal on March 22! We will continue to encourage our volunteers to participate in the program. It is a

huge encouragement to see how much is being accomplished through our volunteers as well documentation for grant proposals and for donors.

PK-5

I continue to be impressed with the dedication, commitment, and hard work of the elementary staff. Many of these teachers I had not worked with prior to our move to our new campus. I definitely feel a much more cohesive unit this year. I was very encouraged by the parent survey and high marks received by our staff. We reviewed our goals from the past year and set new goals for the coming year as well as continued ELEOT observations. I enjoyed handing out contracts this week and having conversations with staff about next year. We will need to keep a close eye on enrollment and our staffing needs over the next few months.

It is hard to believe that we are in the “home stretch” and in the last 2 months of the school year. Exciting things are happening and DC is moving in the right direction.



DENVER CHRISTIAN SCHOOLS

Inspired Equipped Engaged

MARKETING SUMMARY

2015-2016

April 10, 2016

PURPOSE:

- General messaging to build brand awareness - “Experience Denver Christian”
- Generate inquiries by directing the audience to call the Admission Director or visit our website, www.denverchristian.org
- Invite prospective families to evening Open Houses and morning DC Experiences to learn more and visit Denver Christian

1. ENROLLMENT MARKETING

- a. **Radio** - placed :30 radio advertising spots on two stations, targeted to women/moms, aged 25 - 54. Messaging focused on Open House and DC Experience events in October/November, January/February, and April. Also ran messaging prior to the beginning of the school year to generate last-minute decisions for private Christian education in August.
 - i. KLOVE - primary message: partnership with KLOVE as a Christian advertiser. Secondary message: come to one of our Open Houses (dates included) or DC Experience. Visit www.denverchristian.org for more information or to reserve space.
 - ii. MIX 100.3 (KIMN FM). Primary message: “Aha Moment” about the exciting things students are learning at Denver Christian. Included a :10 tag line at the end focused on the Open House invitation and directing listeners to visit our website, www.denverchristian.org.
- b. **Print Advertising** - running 1/2 page, 4-color ads in two targeted publications
 - i. Solterra Living magazine - advertising monthly in Solterra Living Magazine. Have transitioned from a black and white ad to a full color ad in a premium spot on the back cover. Change advertising message monthly depending on focus of Open House and DC Experience events. Other

months are general branding messages with “Experience Denver Christian” and the call-to-action to visit the website or to call the Admissions Director for a tour. Denver Christian was the featured “Advertising Sponsor” in the December issue with a three-page article about the school

- ii. Colorado Parent Magazine -Advertising efforts focus on Open House and DC Experience events, as well as general brand awareness to “experience Denver Christian”. Call-to-action to visit www.denverchristian.org or call the Admissions Director for more information or schedule a tour.
 - iii. Community Newspapers - Placed an ad in *The Villager* newspaper for the February 18 Open House event. Other community newspapers will be used as needed.
- c. **Direct Mail** - Planned three direct mail drops for the scheduled DC Experience and Open House events in October/November, January/February and April. Given the lack of response from both direct mail drops, we have decided not to drop and third mailing for the April dates. In lieu of this mailing, we will focus our marketing dollars on a communications piece to update our database for future marketing efforts for fundraising.
- d. **Online Advertising - “Mommy Blog”** - Online blog targeted to subscribed families in the Lakewood area. E-blasts, special interest articles about Denver Christian and invitations are among our marketing efforts.
- i. Started advertising with a banner ad on Macaroni Kids January 15. Our primary message is to “Enroll Now” with the secondary message of “Experience Denver Christian”. Call-to-action to visit www.denverchristian.org or call. We have learned that families are clicking on to our ad, however the “bounce rate” (the rate of people going in and immediately leaving) is 100%. A “Macaroni Kid” specific landing page has been developed to personally welcoming these potential leads and giving them reasons “Why Denver Christian” over other options.
 - ii. Sent an e-blast flier through the blog for the February 18 Open House. Our second e-blast flier was an invitation to our “Light the Way” event on April 23 at the Seawell Ballroom.
 - iii. Debbie Fitzgerald collaborates with Macaroni Kids to write stories about Denver Christian School to build additional awareness in the “mommy blog” community
- e. **Fairs and Expos** - participated in Christian and private school based fairs to build brand awareness in the Denver Metro community, as well as invite prospective families to visit Denver Christian for a tour.
- i. CMI HeavenFest - August 7-8, 2015, Bandimere Speedway - Gold sponsor participant. Included a booth in a premiere high-traffic spot, banners

throughout event venue, and video. Denver Christian offered one free year tuition through a drawing.

- ii. 5280 School Fair - October 17, 2015, Denver Museum of Nature and Science - participated in a one-day school fair with approximately 30 other private, Christian-based and charter schools throughout the Denver Metro area. Provided information to prospective families and invited them to visit for a tour.

f. Parent Previews - Open Houses and “DC Experience”

- i. The Admissions Team hosted the following DC Experience events:
 - 1. November 4
 - 2. January 20
 - 3. Scheduled DC Experience - April 20
 - 4. Kindergarten Experience is scheduled for April 25 and 27.
- ii. Open Houses hosted by the Admissions Team
 - 1. October 19, 20
 - 2. January 11
 - 3. February 18
 - 4. Final Open House is scheduled for April 13

Admissions Report

April 11, 2016

Our retention rate (students re-enrolled/students eligible to re-enroll) will be 92.55% or greater. (Currently 348/376 have re-enrolled; only 8 students eligible to re-enroll have not yet made their intentions clear.)

We are currently in contact with 491 potential students for 2016-2017. (Additional new potential students will continue to appear from now through August and even September.)

Those 491 students are summarized as follows:

364 are currently enrolled.

21 additional students are “very near” to completing the enrollment process.

50 additional students are in various stages of the enrollment process (testing, finishing enrollment packet, interviewing, accepting financial aid). These families have expressed significant interest in DC but have not yet fully committed. We continue to focus and follow up with these families in particular to help get them “over the finish line.”

56 additional students have expressed some interest in Denver Christian by inquiry, visit, event or tour. We continue to follow up with them as well.


We are following up with all potential families to attend our Upcoming Events for Admissions which include an Open House Wednesday, April 13 from 6:30-8:30pm; Denver Christian Experience on Wednesday, April 20 from 9:00-11:00am; and/or a Kindergarten Experience on Monday, April 25 or Wednesday, April 27 from 9:00-10:30am.

This summer we will continue to hold our Sunday afternoon and Wednesday evening open houses, subject to our ongoing construction. Various summer enrollment events are also planned.


We’re told by longstanding DC staff that we have not seen this many tours and student shadows to date this time of year since the late 1990s. Carrie continues to give at least 1-2 tours a day with potential families. We continue to receive telephone inquiries as well on a regular basis, many from families moving into the Denver area. Families continue to learn of us through word-of-mouth, our website, and through the various media outlets we use.

Laurie Sanderson is visiting preschools and daycare centers in the area to make connections with them for future students.

Denver Christian School
2016-2017 Operation Budget Proposal

 DENVER CHRISTIAN SCHOOLS <i>Inspired Equipped Engaged</i>	2015-2016 Budget	2015-2016 Actuals + June Estimates		2016-2017 Budget Proposal @ 430
Tuition increase				
Salary scale increase				
Enrollment (K-12)	388	385		395
Enrollment (PreK-12)	411	411		430
INCOME:				
Tuition	3,737,240	3,641,505	-3%	4,051,142
Scholarships/Assistance	(117,315)	(97,763)	-17%	(100,000)
Discount: Annual, Sibling, PreK/K	(34,093)	(57,810)	70%	(35,000)
Scholarships Offsets (ACE, etc.)	10,000	9,548	-5%	10,000
Loyalty Drive	145,000	145,625	0%	200,000
Foundation contribution	150,000	83,183	-45%	20,000
ReNew contribution				
Enrollment Fees	80,000	108,071	35%	80,000
Before/After School Revenue	12,000	12,907	8%	12,500
Finance Charge/Scrip Award	-	16,705		15,000
Receipts-General	5,500	16,831	206%	6,000
Athletic-HS	48,000	56,131	17%	56,000
Athletic-MS	7,500		-100%	7,500
Rental Income	60,000	58,807	-2%	123,500
Testing/Technology	20,000	14,560	-27%	25,000
Application Fees	2,500	4,275	71%	3,000
Shuttle Fees	60,000	51,510	-14%	45,000
Curriculum/Innovation	28,000	26,660	-5%	30,000
Interest Income	3,000	1,251	-58%	3,000
Releases from Restriction	135,335	64,507	-52%	38,000
Collection of Acct Writeoffs				
TOTAL INCOME	4,352,667	4,156,502	-5%	4,590,642
**Income per student				
EXPENSE ACCOUNTS				
PERSONNEL:				
Faculty - Classroom	1,449,257	1,400,975	-3%	1,522,085
Librarian Salaries	45,749	33,560	-27%	25,173
Admin. Salaries	467,952	481,890	3%	511,614
Clerical Salaries	101,854	101,665	0%	101,854
IT/Oper Salaries	97,352	97,036	0%	97,352
Substitute Salaries	10,000	11,813	18%	12,500
Extend Program	137,147	104,126	-24%	104,984
Testing Compensation	3,000	2,875	-4%	3,030
Bus Driver's Salaries	27,000	22,440	-17%	27,000
Supplementary-Athletic	48,000	64,108	34%	60,000
Supplementary-Drama & Adjuncts	5,000	10,308	106%	5,050
Before/After School Comp.	12,500	13,267	6%	12,625
Payroll Taxes	165,000	163,808	-1%	165,000
Unemployment Expense	2,500	0	-100%	2,525
Pension	205,000	196,704	-4%	207,050
Staff Tuition Discount	113,629	109,715	-3%	112,500
Group Insurance	369,600	391,608	6%	390,000
Benefits Admin	2,200	3,485	58%	2,222
Workman's Comp	25,000	30,113	20%	30,000
*Total Personnel	3,287,740	3,239,495	-1%	3,392,564
**Cost/FTE				
DIRECT (Instructional) EXPENSE:				
Curriculum Revision	20,000	679	-97%	20,000
Innovation Budget	5,000	0	-100%	4,000
General Instructional	92,100	85,699	-7%	93,500
*Total Direct Expense	117,100	86,378	-26%	117,500
**Cost/FTE				

Denver Christian School
2016-2017 Operation Budget Proposal

 DENVER CHRISTIAN SCHOOLS <i>Inspired Equipped Engaged</i>	2015-2016 Budget	2015-2016 Actuals + June Estimates		2016-2017 Budget Proposal @ 430
ADMINISTRATION:				
Designated Gift Expenditures				
Dues	12,500	8,753	-30%	12,500
Interest Expense		1,473		1,078
Bad Debt Expense	20,000	0	-100%	20,000
Audit Fee/Legal	12,500	15,487	24%	28,500
Commencement	2,500	2,076	-17%	2,500
K-12 In-Service	1,000	826	-17%	1,000
Fundraising Expenses	2,500	1,378	-45%	2,500
Office Supplies	11,000	6,237	-43%	8,000
Postage	5,000	4,507	-10%	5,000
Community Care/Contact/Board	0	2,817		1,000
Staff Relations	0	507		1,000
Marketing	160,000	83,184	-48%	25,000
Admin Conferences	1,000	0	-100%	1,000
Professional Growth	3,000	7,242	141%	5,000
Copiers	50,000	48,395	-3%	50,000
Paper	5,000	3,219	-36%	5,000
Telephone	20,000	19,267	-4%	20,000
Internet connections	25,000	12,902	-48%	13,000
Recruitment	1,000		-100%	500
*Total Administration	332,000	218,269	-34%	202,578
**Cost/FTE				
OPERATION/MAINTENANCE:				
Contracted Service	250,000	302,421	21%	295,000
Payroll service	9,200	6,647	-28%	7,500
Bank/Merchant Fees	10,000	10,933	9%	10,000
Background Checks	938	1,271	36%	1,000
Custodial Supplies	20,000	11,485	-43%	12,500
Property & GL Package Insurance	60,000	94,086	57%	95,000
Maintenance & Repair	75,000	66,157	-12%	65,000
Field Maintenance	10,000	0	-100%	15,000
Utilities	235,320	293,933	25%	295,000
Vehicle Lease & Maintenance	19,445	15,610	-20%	17,500
Vehicle Insurance	12,000	17,043	42%	17,500
Gas, Oil, & Grease	22,500	12,940	-42%	14,000
Employee Travel Expense	1,000	339	-66%	500
*Total Opr/Maint	725,403	832,864	15%	845,500
**Cost/FTE				
PROPERTY/REPLACEMENT:				
Equipment	105,335	56,997	-46%	25,000
Tech Equipment	2,500	11,346	354%	7,500
Capital Fund				
New Tech Fund				
Debt Service				
*Total Property/Replacement	107,835	68,343	-37%	32,500
**Cost/FTE				
TOTAL EXPENSE	4,570,078	4,445,349	-3%	4,590,642
**Cost/FTE				
NET SURPLUS (DEFICIT)	(217,411)	(288,847)	33%	(0)

Xcel for Gyms	\$	(12,000)
Water Overage	\$	(20,000)
Kitchen Repairs	\$	(18,000)
Prek/K Discount	\$	(22,000)
	\$	(72,000)
Budgeted Shortfall	\$	(217,000)
Actual Shortfall	\$	(289,000)