



LEADERSHIP
LEARNING
ACADEMY

Board Meeting Packet

BOARD MISSION STATEMENT

It is the mission of the Board to make the academic growth and achievement of students the focus of Leadership Learning Academy. This is accomplished through modeling the school Charter of principled and inspired leadership. The Board will govern not manage. It will act in a manner that maintains financial stability. It will speak and act with a unified voice.

January 30, 2024

**Leadership Learning Academy
Board Meeting Agenda
Tuesday, January 30, 2024**



Location: Academica West, 290 N Flint Street, Kaysville, UT 84037

Zoom Link: <https://us02web.zoom.us/j/82713897248?from=addon>

Meeting ID: 827 1389 7248

Mobile: (669) 900-9128

NOTE: It is possible that the LLA Board of Directors may be utilizing an electronic meeting component with one or more of their members.

MISSION: Our mission is to provide an educational experience that empowers individuals to become leaders who embody integrity, respect, and resilience and value community. Through our Flight Crews, we foster personal growth, challenge individuals to positively impact the world, and cultivate lifelong learning.

VISION: At **Leadership Learning Academy**, we embrace The Flyer Creed, creating a thriving school community where everyone learns, grows, and serves with compassion and unity.

Agenda

2023-2024 Strategic School Plan

Schoolwide Unity & Collaboration “We Are CREW!”

Teacher & Staff Development

Fiscal Responsibility

Continue Growth & Maintain Literacy Proficiency

5:00 PM – CALL TO ORDER

- Welcome by Terry Capener
- Board Mission
- School Mission
- School Vision

PUBLIC COMMENT (Items Not on the Agenda – Limit 3 Minutes)

- [2024-2025 School Fee Schedule](#)
- [Fee Waiver Policy](#)

REPORTS

- Administration
 - [State of the School](#) – Jared Buckley

NOTE: Times on this agenda are estimated as a courtesy only. Actual times may vary.

In compliance with the Americans with Disabilities Act, persons needing accommodations for this meeting should call (801) 444-9378 to make appropriate arrangements.

- Board of Directors
 - Board Facilities Committee Update – Jimmy & Chuma
 - [Review Financials](#) – Jimmy Sunlight
 - [Review Board Calendar](#) – Terry Capener

CONSENT ITEMS

- [December 13, 2023 Board Meeting Minutes](#)

VOTING ITEMS

- [Award IFB for Financial Advisor](#) – Chuma Uzoh
- [Reimbursement Resolution](#) – Brandon Fairbanks
- [2024-2025 School Calendars](#) – Jared Buckley
- [Video Surveillance Policy](#) – Jared Buckley

OTHER BUSINESS ITEMS

- Calendaring Items – Terry Capener
 - Next Pre-Board Meeting – March 4th
 - Next Board Meeting – March 18th Layton Campus
 - NCSC2 Boston, MA – June 30 – July 3

CLOSED SESSION to discuss an individual's character, professional competence, or physical or mental health pursuant to Utah Code 52-4-205(1)(a) [IF NEEDED]

ADJOURN

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2024-2025 Student Fee Schedule

The following student fees may be assessed to students of Leadership Learning Academy:

FEES FOR OPTIONAL COURSES, PROGRAMS, AND ACTIVITIES		
FEE DESCRIPTION	EXPENDITURES FUNDED BY FEE (SPEND PLAN)	TOTAL FEE
Before School Program*	<ul style="list-style-type: none">Instructors and supplies	Up to \$20 per month
After School Program*+	<ul style="list-style-type: none">Instructors and supplies	Up to \$75 per month

* Space in the Before School Program and After School Program is limited and placements are made on a first-come, first-served basis per the Program Terms and Conditions.

+ There is currently **NO** LLA sponsored After School Program offered at the Layton Campus. However, the YMCA of Northern Utah runs an After School Program at the Layton Campus. For more information go to https://utah.recliquecore.com/programs/23/2023-2024-afterschool-programs/#division_123

Per Student Annual Maximum Fee Amount for Year With Before and After School Programs: **\$950**

This amount reflects the total student fees any student in grades K-6 would be required to pay if the student participated in all courses, programs, and activities (including the Before and After School Programs) provided, sponsored, or supported by the School for the school year.

Per Student Annual Maximum Fee Amount for Year Without Before and After School Programs: **\$0**

This amount reflects the total student fees any student in grades K-6 would be required to pay if the student participated in all courses, programs, and activities (except the Before and After School Programs) provided, sponsored, or supported by the School for the school year.

Notice to Parents: Your student may be eligible to have one or more of their fees waived. For information on fees and fee waivers, please contact an administrator at the School and/or review the school fees materials provided on the School's website (School Fees Notices, Fee Waiver Policy, Fee Waiver Applications, Fee Waiver Decision and Appeal Form, etc.). If you file a fee waiver request with the School and the request is denied, you may appeal the School's decision.

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Leadership Learning Academy Fee Waiver Policy



PURPOSE

Leadership Learning Academy (the "School") must abide by the Utah State Board of Education rules which direct the School's Board of Directors (the "Board") to implement a policy regarding student fees. The purpose of this policy is to provide educational opportunities for all students. This allows the School to establish a reasonable system of fees, while prohibiting practices that would exclude those unable to pay from participation in School-sponsored activities.

POLICY

Under the direction of the Board, the School's Lead Director is authorized to administer this policy and is directed to do so fairly, objectively, and without delay, and in a manner that avoids stigma and unreasonable burdens on students or parents/guardians.

Definitions

"Co-curricular activity" means an activity, course, or program that:

- (a) is an extension of a curricular activity;
- (b) is included in an instructional plan and supervised or conducted by a teacher or educational professional;
- (c) is conducted outside of regular School hours;
- (d) is provided, sponsored, or supported by the School;
- (e) includes a required regular School day activity, course, or program.

"Curricular activity" means an activity, course, or program that is:

- (a) intended to deliver instruction;
- (b) provided, sponsored, or supported by the School; and
- (c) conducted only during School hours.

"Extracurricular activity"

- (a) means an activity, a course, or a program that is:
 - (i) not directly related to delivering instruction;
 - (ii) not a curricular activity or co-curricular activity; and
 - (iii) provided, sponsored, or supported by the School.
- (b) does not include a noncurricular club as defined in Section 53G-7-701.

"Fee" means something of monetary value requested or required by the School as a condition to a student's participation in an activity, class, or program provided, sponsored, or supported by the School. This includes money or something of monetary value raised by a student or the student's family through fundraising.

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“Instructional equipment”

- (a) means an activity-related, course-related, or program-related tool or instrument that:
 - (i) is required for a student to use as part of an activity, course, or program in a secondary school;
 - (ii) typically becomes the property of the student upon exiting the activity, course, or program, and
 - (iii) is subject to a fee waiver;
- (b) includes:
 - (i) shears or styling tools;
 - (ii) a band instrument;
 - (iii) a camera;
 - (iv) a stethoscope; or
 - (v) sports equipment, including a bat, mitt, or tennis racket.
- (c) does not include School equipment.

“Instructional supply” means a consumable or non-reusable supply that is necessary for a student to use as part of an activity, course, or program in a secondary school and includes:

- (a) prescriptive footwear;
- (b) brushes or other art supplies, including clay, pain, or art canvas;
- (c) wood for wood shop;
- (d) Legos for Lego robotics;
- (e) film; or
- (f) filament used for 3D printing.

"Maintenance of School equipment" means a cost, payment, or expenditure related to storing, repairing, or keeping School equipment in good working condition. It does not include the cost related to end-of-life replacement.

"Non-waivable charge" means a cost, payment, or expenditure that:

- (a) is a personal discretionary charge or purchase, including:
 - (i) a charge for insurance, unless the insurance is required for a student to participate in an activity, class, or program;
 - (ii) a charge for college credit related to the successful completion of:
 - (A) a concurrent enrollment class; or
 - (B) an advanced placement examination; or
 - (iii) except when requested or required by the School, a charge for a personal consumable item such as a yearbook, class ring, letterman jacket or sweater, or other similar item;
- (b) is subject to sales tax as described in Utah State Tax Commission Publication 35, Sales Tax Information for Public and Private Elementary and Secondary Schools; or
- (c) by Utah Code, federal law, or State Board of Education rule is designated not to be a fee, including:
 - (i) a school uniform as provided in Utah Code § 53G-7-801;

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- (ii) a school lunch; or
- (iii) a charge for a replacement for damaged or lost School equipment or supplies.

"Provided, sponsored, or supported by the School"

- (a) means an activity, class, program, fundraiser, club, camp, clinic, or other event that:
 - (i) is authorized by the School; or
 - (ii) satisfies at least one of the following conditions:
 - (A) the activity, class, program, fundraiser, club, camp, clinic, or other event is managed or supervised by the School, or a School employee in the employees School employment capacity;
 - (B) the activity, class, program, fundraiser, club, camp, clinic, or other event uses, more than inconsequentially, the School's facilities, equipment, or other School resources; or
 - (C) the activity, class, program, fundraising event, club, camp, clinic, or other event is supported or subsidized, more than inconsequentially, by public funds, including the School's activity funds or minimum school program dollars.
- (b) does not include an activity, class, or program that meets the criteria of a noncurricular club as described in Title 53G, Chapter 7, Part 7, Student Clubs.

"Provision in lieu of fee waiver"

- (a) means an alternative to fee payment or waiver of fee payment; and
- (b) does not include a plan under which fees are paid in installments or under some other delayed payment arrangement.

"Requested or required by the School as a condition to a student's participation" means something of monetary value that is impliedly or explicitly mandated or necessary for a student, parent, or family to provide so that a student may:

- (a) fully participate in school or in a School activity, class, or program;
- (b) successfully complete a School class for the highest grade; or
- (c) avoid a direct or indirect limitation on full participation in a School activity, class, or program, including limitations created by:
 - (i) peer pressure, shaming, stigmatizing, bullying, or the like; or
 - (ii) withholding or curtailing any privilege that is otherwise provided to any other student.

"School equipment" means a durable school-owned machine, equipment, or tool used by a student as part of an activity, course, or program in a secondary school and includes a saw or 3D printer.

"Something of monetary value"

- (a) means a charge, expense, deposit, rental, fine, or payment, regardless of how the payment is termed, described, requested or required directly or indirectly, in the form of money, goods or services; and
- (b) includes:

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- (i) charges or expenditures for a School field trip or activity trip, including related transportation, food, lodging, and admission charges;
- (ii) payments made to a third party that provide a part of a School activity, class, or program;
- (iii) classroom textbooks, supplies or materials;
- (iv) charges or expenditures for school activity clothing; and
- (v) a fine, except for a student fine specifically approved the School for:
 - (A) failing to return School property;
 - (B) losing, wasting, or damaging private or School property through intentional, careless, or irresponsible behavior; or
 - (C) improper use of School property, including a parking violation.
- (c) does not include a payment or charge for damages, which may reasonably be attributed to normal wear and tear.

“Textbook”

- (a) means instructional material necessary for participation in an activity, course, or program, regardless of the format of the material;
- (b) includes:
 - (i) a hardcopy book or printed pages of instructional material, including a consumable workbook;
 - (ii) computer hardware, software, or digital content; and
 - (iii) the maintenance costs of School equipment.
- (c) does not include instructional equipment or instructional supplies.

“Waiver” means a full release from the requirement of payment of a fee and from any provision in lieu of fee payment.

General School Fees Provisions

The School may only collect a fee for an activity, class, or program provided, sponsored, or supported by the School consistent with School policies and state law.

Beginning with the 2021-2022 school year:

- (a) if the School imposes a fee, the fee shall be equal to or less than the expense incurred by the School in providing for a student the activity, course, or program for which the School imposes a fee; and
- (b) the School may not impose an additional fee or increase a fee to supplant or subsidize another fee.

Beginning with the 2022-23 school year, the School may not sell textbooks or otherwise charge a fee for textbooks or the maintenance costs of School equipment as provided in Section 53G-7-602, except for a textbook used for a concurrent enrollment or advanced placement course.

All fees are subject to the fee waiver requirements of this policy.

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Fees for Classes & Activities During the Regular School Day

Fees for Students in Kindergarten through Sixth Grade

No fee may be charged in kindergarten through sixth grade for materials, textbooks, supplies (except as provided below), or for any class or regular school day activity, including assemblies and field trips.

Elementary students cannot be required to provide their own student supplies. However, the School or teacher may provide to a student's parent or a suggested list of student supplies for use during the regular school day so that a parent or guardian may furnish on a voluntary basis student supplies for student use. The list provided to a student's parent or guardian must include and be preceded by the following language:

"NOTICE: THE ITEMS ON THIS LIST WILL BE USED DURING THE REGULAR SCHOOL DAY. THEY MAY BE BROUGHT FROM HOME ON A VOLUNTARY BASIS, OTHERWISE, THEY WILL BE FURNISHED BY THE SCHOOL."

The School may charge a fee to a student in grade six if all of the following are true:

- (a) the School has students in any of the grades seven through twelve;
- (b) the School follows a secondary model of delivering instruction to the School's grade six students; and
- (c) The School annually provides notice to parents that the School will collect fees from grade six students and that the fees are subject to waiver.

Fees for Optional Projects

The School may require students at any grade level to provide materials or pay for an additional discretionary project if the student chooses a project in lieu of, or in addition to a required classroom project. A student may not be required to select an additional project as a condition to enrolling, completing, or receiving the highest possible grade for a course. The School will avoid allowing high cost additional projects, particularly when authorizing an additional discretionary project results in pressure on a student by teachers or peers to also complete a similar high cost project.

Fees for Activities Outside of the Regular School Day

Fees may be charged in all grades for any School-sponsored activity that does not take place during the regular school day if participation in the activity is voluntary and does not affect the student's grade or ability to participate fully in any course taught during the regular school day. Fee waivers are available for such fees.

A fee related to a co-curricular or extracurricular activity may not exceed the maximum fee amounts for the co-curricular or extracurricular activity adopted by the Board, as provided below.

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Activities that use the School facilities outside the regular school day but are not provided, sponsored, or supported by the School (i.e., programs sponsored by the parent organization and/or an outside organization) may charge for participation, and fee waivers are not available for these charges.

An activity, class, or program that is provided, sponsored, or supported by the School outside of the regular School day or School year calendar is subject to this policy and state law regardless of the time or season of the activity, class, or program.

Fee Schedule

The Board will approve a Fee Schedule at least once each year on or before April 1. The Fee Schedule will establish the maximum fee amount per student for each activity and the maximum total aggregate fee amount per student per school year. No fee may be charged or assessed in connection with an activity, class, or program provided, sponsored, or supported by the School, including for a curricular, co-curricular or extracurricular activity, unless the fee has been set and approved by the Board, is equal to or less than the established maximum fee amount for the activity, and is included in the approved Fee Schedule.

The School will encourage public participation in the development of the Fee Schedule and related policies.

Before approving the School's Fee Schedule, the School will provide an opportunity for the public to comment on the proposed Fee Schedule during a minimum of two public Board meetings. In addition to the standard notice of Board meetings under the Open and Public Meetings Act, the School will provide notice of these Board meetings using the same form of communication regularly used by the administration to communicate with parents.

After the Fee Schedule is adopted, the Board may amend the Fee Schedule using the same process.

Maximum Fee Amounts

In connection with establishing the Fee Schedule, the Board will establish a per student annual maximum fee amount that the School may charge a student for the student's participation in all courses, programs, and activities provided, sponsored, or supported by the School for the year. This is a maximum total aggregate fee amount per student per School year.

The Board may establish a reasonable number of activities, courses, or programs that will be covered by the annual maximum fee amount.

The amount of revenue raised by a student through an individual fundraiser for an activity, as well as the total per student amount expected to be received through required group fundraising for an activity, will be included as part of the maximum fee amount per student for the activity and maximum total aggregate fee amount per student.

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Notice to Parents

The Lead Director will annually provide written notice of the School's Fee Schedule and Fee Waiver Policy to the parent or guardian of each student in the School by ensuring that a written copy of the School's Fee Schedule and Fee Waiver Policy is included with all registration materials provided to potential or continuing students each year.

The School will also post the following on its website each school year:

- (a) The School's Fee Schedule, including maximum fee amounts, and Fee Waiver Policy;
- (b) The School's fee waiver application;
- (c) The School's fee waiver decision and appeals form; and
- (d) The School's fee notice(s) for families.

Donations

The School may not request or accept a donation in lieu of a fee from a student or parent unless the activity, class, or program for which the donation is solicited will otherwise be fully funded by the School and receipt of the donation will not affect participation by an individual student.

A donation is a fee if a student or parent is required to make the donation as a condition to the student's participation in an activity, class, or program.

The School may solicit and accept a donation or contribution in accordance with the School's policies, including the Donation and Fundraising Policy, but all such requests must clearly state that donations and contributions by a student or parent are voluntary.

If the School solicits donations, the School: (a) shall solicit and handle donations in accordance with policies and procedures established by the School; and (b) may not place any undue burden on a student or family in relation to a donation.

Fee Collection

The School may pursue reasonable methods for obtaining payment for fees and for charges assessed in connection with a student losing or willfully damaging school property.

The School may not exclude students from school, an activity, a class, or a program that is provided, sponsored, or supported by the School during the regular school day; refuse to issue a course grade; or withhold official student records, including written or electronic grade reports, class schedules, diplomas, or transcripts, as a result of unpaid fees.

The School may withhold the official student records of a student responsible for lost or damaged School property consistent with Utah Code § 53G-8-212 until the student or the student's parent has paid for the damages, but may not withhold a student's records required for student enrollment or placement in a subsequent school.

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A reasonable charge may be imposed by the School to cover the cost of duplicating, mailing, or transmitting transcripts and other school records. No charge may be imposed for duplicating, mailing, or transmitting copies of school records to an elementary or secondary school in which the student is enrolled or intends to enroll.

Consistent with Utah Code § 53G-6-604, the School will forward a certified copy of a transferring student's record to a new school within 30 days of the request, regardless of whether the student owes fees or fines to the School.

Students shall be given notice and an opportunity to pay fines prior to withholding issuance of official written grade reports, diplomas and transcripts. If the student and the student's parent or guardian are unable to pay for damages or if it is determined by the School in consultation with the student's parents that the student's interests would not be served if the parents were to pay for the damages, then the School may provide for a program of voluntary work for the student in lieu of the payment. A general breakage fee levied against all students in a class or school is not permitted.

Fee Refunds

Student fees are non-refundable.

Budgeting and Spending Revenue Collected Through Fees

The School will follow the general accounting standards described in Rule R277-113 for treatment of fee revenue.

Beginning with the 2020-2021 school year, the School will establish a spend plan for the revenue collected from each fee charged. The spend plan will (a) provide students, parents, and employees transparency by identifying a fee's funding uses; (b) identify the needs of the activity, course, or program for the fee being charged and include a list or description of the anticipated types of expenditures, for the current fiscal year or as carryover for use in a future fiscal year, funded by the fee charged.

The School will share revenue lost due to fee waivers across the LEA's campuses. Financial inequities or disproportional impact of fee waivers will not fall inequitably on any one campus. The School will establish a procedure to identify and address potential inequities due to the impact of the number of students who receive fee waivers at each campus.

School Fee Collections & Accounting Procedures

It is the responsibility of the Lead Director to ensure that all student fees collected are in compliance with the Fee Schedule and applicable financial policies and procedures.

Fees must be received and deposited in a timely manner.

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Money may only be collected by staff authorized by the Lead Director. Students may not collect fees.

Beginning in the 2020-21 school year, the School may not use revenue collected through fees to offset the cost of fee waivers by requiring students and families who do not qualify for fee waivers to pay an increased fee amount to cover the costs of students and families who qualify for fee waivers. However, the School may notify students and families that the students and families may voluntarily pay an increased fee amount or provide a donation to cover the costs of other students and families.

The School will distribute the impact of fee waivers across the School's campuses so that no individual campus carries a disproportionate share of the School's total fee waiver burden.

Fee Waiver Provisions

To ensure that no student is denied the opportunity to participate in a class or activity that is provided, sponsored, or supported by the School because of an inability to pay a fee, the School provides fee waivers or other provisions in lieu of fee waivers. Fee waivers or other provisions in lieu of fee waivers will be available to any student whose parent cannot pay a fee.

All fees are subject to waiver.

Non-waivable charges are not subject to waiver.

Fee Waiver Administration

The Lead Director will administer this policy and will review and grant fee waiver requests. The process for obtaining waivers or pursuing alternatives will be administered in accordance with this policy, fairly, objectively, and without delay, and in a manner that avoids stigma, embarrassment, undue attention, and unreasonable burdens on students and parents.

The School will not treat a student receiving a fee waiver or provision in lieu of a fee waiver differently from other students. The process for obtaining waivers or pursuing alternatives will create no visible indicators that could lead to identification of fee waiver applicants.

The process for obtaining waivers or pursuing alternatives will comply with the privacy requirements of The Family Educational Rights and Privacy Act of 1974, 20 U.S.C. 1232g (FERPA). The School may not identify a student on fee waiver to students, staff members, or other persons who do not need to know. As a general rule, teachers and coaches do not need to know which students receive fee waivers. Students may not assist in the fee waiver approval process.

Fee Waiver Eligibility

A student is eligible for a fee waiver if the School receives verification that:

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- (a) In accordance with Utah Code § 53G-7-504(4), family income falls within levels established annually by the State Superintendent and published on the Utah State Board of Education website;
- (b) The student to whom the fee applies receives Supplemental Security Income (SSI). If a student receives SSI, the School may require a benefit verification letter from the Social Security Administration;
- (c) The family receives TANF or SNAP funding. If a student's family receives TANF or SNAP, the School may require the student's family to provide the School an electronic copy or screenshot of the student's family's eligibility determination or eligibility status covering the period for which the fee waiver is sought from the Utah Department of Workforce Services; or
- (d) The student is in foster care through the Division of Child and Family Services or is in state custody. If a student is in state custody or foster care, the School may rely on the youth in care required intake form or school enrollment letter provided by a caseworker from the Utah Division of Child and Family Services or the Utah Juvenile Justice Department.

The School will not maintain copies of any documentation provided to verify eligibility for a fee waiver.

The School will not subject a family to unreasonable demands for re-qualification.

The School may grant a fee waiver to a student, on a case by case basis, who does not qualify for a fee waiver under the foregoing provisions but who, because of extenuating circumstances, is not reasonably capable of paying the fee.

The School may charge a proportional share of a fee or a reduced fee if circumstances change for a student or family so that fee waiver eligibility no longer exists.

The School may retroactively waive fees if eligibility can be determined to exist before the date of the fee waiver application.

Fee Waiver Approval Process

The Lead Director will inform patrons of the process for obtaining waivers and will provide a copy of the standard fee waiver application on the School's website and in registration materials each year.

The Lead Director will review fee waiver applications within five (5) school days of receipt. If the School denies a request for a fee waiver, the School will provide the decision to deny a waiver in writing and will provide notice of the procedure for appeal in the form approved by the Utah State Board of Education.

Any requirement that a student pay a fee will be suspended during any period in which the student's eligibility for a waiver is being determined or during the time a denial of waiver is being appealed.

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Each year the School will maintain documentation regarding the number of School students who were given fee waivers, the number of School students who worked in lieu of fee waivers, the number of School students who were denied fee waivers, the total dollar value of student fees waived by the School, and the total dollar amount of all fees charged to students at the School, as this information may be requested by the Utah State Board of Education as part of its monitoring of the School's school fees practices.

Appeal Process

Denial of eligibility for a waiver may be appealed in writing to the Campus Principal or Lead Director within ten (10) school days of receiving notice of denial. The School shall contact the parent within two (2) weeks after receiving the appeal and schedule a meeting with the Campus Principal or Lead Director to discuss the parent's concerns. If, after meeting with the Campus Principal or Lead Director, the waiver is still denied, the parent may appeal, in writing, within ten (10) school days of receiving notice of denial to the Board.

In order to protect privacy and confidentiality, the School will not retain information or documentation provided to verify eligibility for fee waivers.

Alternatives to Fees and Fee Waivers

The School may allow a student to perform service or another approved task (as described in Utah Code § 53G-7-504(2)) in lieu of paying a fee or, in the case of an eligible student, in lieu receiving a fee waiver, but such alternatives may not be required. If the School allows an alternative to satisfy a fee requirement, the Campus Principal or Lead Director will explore with the interested student and his or her parent/guardian the alternatives available for satisfying the fee requirement, and parents will be given the opportunity to review proposed alternatives to fees and fee waivers. However, if a student is eligible for a waiver, textbook fees must be waived, and no alternative in lieu of a fee waiver is permissible for such fees.

The School may allow a student to perform service in lieu of paying a fee or receiving a fee waiver if: (a) the School establishes a service policy or procedure that ensure that a service assignment is appropriate to the age, physical condition, and maturity of the student; (b) the School's service policy or procedure is consistent with state and federal laws, including Section 53G-7-504 regarding the waiver of fees and the federal Fair Labor Standards Act, 29 U.S.C. 201; (c) the service can be performed within a reasonable period of time; and (d) the service is at least equal to the minimum wage for each hour or service.

A student who performs service may not be treated differently than other students who pay a fee.

The service may not create an unreasonable burden for a student or parent and may not be of such a nature as to demean or stigmatize the student.

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The School will transfer the student's service credit to another LEA upon request of the student.

The School may make an installment payment plan available for the payment of a fee. Such a payment plan may not be required in lieu of a fee waiver.

Annual Review, Approval, and Training

The Board will review and approve this policy annually.

The School will develop a plan for at least annual training of School employees on fee-related policies specific to each employee's job functions.

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Lead Director Report

01/30/24

School wide unity and collaboration by implementing the CREW program:

★ 6th Grade Crews

- ✓ We have communicated to parents and students the new “Disney”. This is going to be great! We will be getting costs put together.

✓ Day 1 : Resilience

Students will travel by bus to Logan and Utah State University where our Flyers will show their resilience by participating in a leadership course led by USU students which involves wall/rock climbing, and team building activities. They will also enjoy lunch in the town of Logan before heading back to school.

How does our resiliency day teach students to make the world a better place?

Our students will not be afraid to try hard things. They will get out of their comfort zone, problem solve, and not give up. They will persist with new ideas that can change the world in big and small ways.

✓ Day 2: Community

A day will be spent serving the elderly in our own community. We will visit Apple Retirement Village and have the students entertain the residents with prepared acts of talent. They will then spend time with residents in small groups. Each student will have questions prepared to ask their resident so they can learn about what life was like when they were in sixth grade. They will follow up by reading the resident a short story. Our contact at the village said nothing brings the residents greater joy than being able to share stories of their youth. We know our Flyers will feel the joy that comes with spending time with someone who may be lonely. Following the visit there we will head to Grey Hawk Park for a picnic lunch and outdoor community building games. We will leave this community park nicer than we found it by doing a quick clean up before we head back to the school.

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How does our community day teach students to make the world a better place?

Our students will find the joy that comes with helping others. They will learn that acts of service can be rewarding not only to the recipient, but to the giver as well. They will learn that their community is comprised of many who are in need and that they can fill that need.

✓ Day 3: Integrity

Nothing tests your integrity like a day of fun! Our Flyers will travel to Crystal Hot Springs for fun, sun, and water games. Our students will be challenged with tasks of integrity throughout the fun experience. Lunch will be enjoyed either on site or at a local restaurant.

How does our integrity day teach students to make the world a better place?

As our students enter the world of junior high and beyond they will increasingly have their integrity tested. This day will provide just the right amount of independence for our Flyers to be making choices throughout the day that will call on them to show integrity.

✓ Day 4: Respect

The core value of respect will be addressed in two different ways on this day. First, we will travel to Timpanogos Cave where a guided hike and tour will challenge our Flyers to respect the natural world. After returning to school we will meet again that evening. Each student will return dressed in their nicest clothes to enjoy a formal dinner at a fine dining restaurant. The children will be using the core value of respect as it looks in such a setting. Manners for such an event will be pre-taught at school by a manners expert. Respect will also be the focus as they engage with each other for conversation and fun in a formal setting.

How does our respect day teach students to make the world a better place?

Our students will have an appreciation for our natural world and its resources. They will understand the responsibility each of us have to respect and take care of our planet.

Our students will practice respect in a formal setting with peers, adults, and restaurant staff. They will learn that showing good manners and respect to those around them puts happiness and positivity in their small corner of the world.

✓ Day 5: Putting It All Together – Lagoon Day

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The school pays the way for all students to spend an exciting day at Lagoon with their friends. Each one will have many opportunities to practice the Flyer Creed every step of the way. We have no doubt they will make us proud.

★ **Teacher and Staff Development:**

We continue to provide PD for staff. We are having our MOY staff Crew building. Layton is going to watch a movie together and Ogden is going sledding.

★ **Fiscal Responsibility:**

Lottery is up and running and we are seeing a lot of activity in Layton. Ogden is slow moving but that is typical. We are going to run adds to boost this. We also have a new lottery system and updated our website to help with this. It is a cost, but we already have seen benefits from this.

We had our Kitchen audit at the beginning of the year and we knocked it out of the park. We also had our comprehensive SPED audit and everyone did great! Jamie and Sarah were so prepared and made sure everything ran so smooth. They are truly the best of the best. Dawn Benke was amazing with the fiscal part. She had an answer for every question and was so prepared. We are so lucky to have her on our team.

★ **Continue Growth & Maintain Literacy Proficiency:**

We had our MOY meeting with the state and it went very well. Both schools are making progress on our goals and we have already hit one local goal. I can't wait to see what EOY scores are.

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Leadership Learning Academy Statement of Activities

Created on January 11, 2024

For Prior Month

Reporting Book:

ACCRUAL

As of Date:

01/11/2024

	Annual June 30, 2024	Year-to-Date December 31, 2023	
	Budget	Actual	% of Budget
Net Income			
Income			
Revenue From Local Sources	248,475	157,872	63.5 %
Revenue From State Sources	8,804,617	4,821,546	54.8 %
Revenue From Federal Sources	1,161,367	152,594	13.1 %
Total Income	10,214,459	5,132,012	50.2 %
Expenses			
Instruction/Salaries	5,004,259	2,146,239	42.9 %
Employee Benefits	1,511,870	599,672	39.7 %
Purchased Prof & Tech Serv	798,000	467,010	58.5 %
Purchased Property Services	500,500	181,017	36.2 %
Other Purchased Services	192,800	74,531	38.7 %
Supplies & Materials	916,100	531,018	58.0 %
Property	31,075	(10,990)	(35.4) %
Debt Services & Miscellaneous	1,085,644	403,094	37.1 %
Total Expenses	10,040,248	4,391,591	43.7 %
Total Net Income	174,211	740,421	425.0 %

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**Leadership Learning Academy
Statement of Financial Position
Created on January 11, 2024
For Prior Month**

Reporting Book:
As of Date:

ACCRUAL
01/11/2024

	Period Ending 12/31/2023	Period Ending 12/31/2022
	Actual	Actual
Assets & Other Debits		
Current Assets		
Operating Cash		
Cash		
8111-03i-001 - LLA ZB OP	2,328,002	1,897,844
8112-03i-001 - Zions Bank - Petty - LLA	4,975	4,964
Total Cash	2,332,977	1,902,808
Investments		
8120-03I-001 - PTIF - LLA Facility	482,526	458,541
8120-03I-002 - PTIF - LLA Surplus	1,453,279	1,381,041
Total Investments	1,935,805	1,839,582
Operating Cash	4,268,782	3,742,390
Accounts Receivables	332,332	6,887
Other Current Assets	30	0
Total Current Assets	4,601,144	3,749,277
Restricted Cash	1,675,718	1,579,278
Net Assets		
Fixed Assets	15,929,211	15,959,231
Depreciation	(2,167,658)	(1,839,616)
Total Net Assets	13,761,553	14,119,615
Other Debits	(676,232)	(716,603)
Total Assets & Other Debits	19,362,183	18,731,567
Liabilities & Fund Equity		
Current Liabilities	54,807	148,701
Long-Term Liabilities	15,640,000	15,926,592
Other Credits	317,415	0
Fund Balance	2,544,736	1,997,723
Net Income	805,225	658,551
Total Liabilities & Fund Equity	19,362,183	18,731,567

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Board of Directors 2023-2024 Calendar

July 2023	August 2023	September 2023
<ul style="list-style-type: none"> Update Lead Director Evaluation to reflect current goals [<i>Dawn</i>] Submit New Budget (Plus any additional budget amendments) 	<ul style="list-style-type: none"> Early Learning Plan 6th Grade Trip Approval Review Snow Removal Service Contract PTIF Balance Report Restricted Funding Report 2nd Quarterly Report Due Aug 15* (Financial Statement & Enrollment) 	<ul style="list-style-type: none"> Create Teacher Survey on Admin
October 2023	November 2023	December 2023
<ul style="list-style-type: none"> Winter Bonus Discussion Returning Bonuses for Ogden Campus Building Evaluation [<i>Kirk</i>] Send out Teacher Survey Prior Years Financial & Student Membership Audits 	<ul style="list-style-type: none"> Holiday Social Annual PTIF Recommendations Start 2024-2025 School Fee Schedule Development Mid-Year Evaluation Prep Report on Teacher Survey Prep for Investor Call 3rd Quarterly Report Due Nov 15* (Financial Statement & Enrollment) 	<ul style="list-style-type: none"> 1st PUBLIC VIEWING: 2024-2025 School Fee Schedule Audit Review [<i>Eide Bailly</i>] Winter Retreat Planning Start 2024-2025 School Calendar Development Mid-Year Lead Director Evaluation Annual Investor Call
January 2024	February 2024	March 2024
<ul style="list-style-type: none"> 2024-2025 School Calendar 2024-2025 School Fee Schedule Re-Approve Fee Waiver Policy 2nd PUBLIC VIEWING: 2024-2025 School Fee Schedule REMINDER: Fraud Risk Online Training [<i>Dawn</i>] 	<ul style="list-style-type: none"> Policy Review PTIF Balance Report Restricted Funding Report Start Curriculum Public Viewing SLT Training Assurance 4th Quarterly Report Due Feb 15* (Financial Statement & Enrollment) 	<ul style="list-style-type: none"> School LAND Trust Plan Discuss Board Vacancies – if any Start 2024-2025 School Year Budget Development Facility/Maintenance Decisions Review Landscaping Service Contract
April 2024	May 2024	June 2024
<ul style="list-style-type: none"> 2024-2025 Parent Handbook (if major changes) Retreat Planning Start Gathering Director Evaluation Data AW Evaluation Create Parent Survey 	<ul style="list-style-type: none"> RETREAT [Strategic Planning] Annual Service Banquet Audit Engagement Letter TSSA Plan Strategic School Planning Review D&O and Building Insurance Policy Board Self Evaluation Director EOY Bonuses Discussion Start on the Director Salary & Benefits Discussion Lead Director Evaluation Send out Parent Survey 1st Quarterly Report Due May 15* (Financial Statement & Enrollment) 	<ul style="list-style-type: none"> 2024-2025 Annual Budget 2023-2024 Final Amended Budget 2024-2025 Sex Ed Committee Membership Ratify Board Terms & Officers Mental Health Screening Determination Liability Insurance Contract/Annual Payment Set 2024-2025 Meeting Schedule Assessment Data Review Annual Policies Review Annual Open & Public Meetings Act Training Review Board Communication Guidelines Sign Board Member Agreement Exit Survey Results Report on Parent Survey

Color Key						
Socials	Action Items	Discussion Items	Trainings	Evaluations	Surveys	Bond Covenants *Signature Required

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Leadership Learning Academy Board Meeting Minutes

Wednesday, December 13, 2023

Location: LLA Ogden Campus, 1111 2nd Street, Ogden, UT 84404



In Attendance: Terry Capener, Jimmy Sunlight, Deb Hansen, David Gray, Chuma Uzoh

Others in Attendance: Brad Taylor, Ken Jeppesen, Melissa Macchia, Jared Buckley, Dawn Kawaguchi, Dawn Benke (via Zoom), Brandon Fairbanks (4:36 p.m.)

MISSION: Our mission is to provide an educational experience that empowers individuals to become leaders who embody integrity, respect, and resilience and value community. Through our Flight Crews, we foster personal growth, challenge individuals to positively impact the world, and cultivate lifelong learning.

VISION: At **Leadership Learning Academy**, we embrace The Flyer Creed, creating a thriving school community where everyone learns, grows, and serves with compassion and unity.

Minutes

2023-2024 Strategic School Plan

Schoolwide Unity & Collaboration “We Are CREW!”

Teacher & Staff Development

Fiscal Responsibility

Continue Growth & Maintain Literacy Proficiency

4:24 PM – CALL TO ORDER

- Welcome by Terry Capener
- Board Mission – Chuma
- School Mission – David
- School Vision – Deb

There was no PUBLIC COMMENT.

REPORTS

- **Eide Bailly**
 - Review FY23 Financial Statement – Ken Jeppesen reviewed the standard letter which reiterates our independence. There were no adjustments and the numbers were accurate throughout the year. This was a clean audit or unmodified. The first report (independent auditors report) is the numbers. It’s the same data but shown three different ways. Ken reviewed the finances including the assets, liabilities and

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the net position of the School. The total net position is up from FY22 at \$1,997,721 to FY23 at \$2,544,736. Ken reviewed the statement of net position; statement of activities; balance sheet; statement of revenue, expenditures and changes in the fund balance; and the seven notes which includes the summary of significant accounting policies, cash and investments; capital assets, long term liabilities, lease receivables, concentration and benefit plan. This was a clean audit. The next report was the state disclosure that shows the School didn't exceed their budget. Therefore, this is clean report. The next audit is the single audit because the school receives over \$750k in restricted funds which is required by the federal government. The three programs that we looked at were Special Education, ESSER and Child Nutrition. This was a clean report. The last report is the state requirements on compliance. The state dictates what we test which was budgetary compliance, fraud risk assessment, cash management, Open and Public Meetings Act, internal control systems and Public Education programs. This was also a clean report. The School was four for four. This has been submitted to the state and is in the process to be submitted to the federal government for the single audit. Ken thanked everyone for their cooperation and help through this process. *Ken Jeppesen was excused at 4:41 p.m.*

- *State of the School* – Jared Buckley asked Kim and Melissa to attend this meeting so that they could report on what has been going on with each of the campuses. Kim is out sick, so Jared reviewed the recent and current things happening at the Ogden campus including our community outreach lead by Jodi Willie our administrative assistant, fundraisers such as the Giving Tree, home visits by administration, and teacher leaders to help guide the direction of the school. Melissa reported on the Layton campus. She stated that it's little things that go on at the school that are the most meaningful. Melissa reported on the recent and ongoing things happening at the Layton campus including coats & gloves donation, pairs of shoes donation, our Giving Tree was cleared of tags and we had an additional \$1,400 to purchase gift cards for other families, and Get Cozy for a Good Cause Day fundraiser. Our core value of resiliency has been a big focus. Melissa thanked the Board for approving going to our own single classrooms. The difference that we are seeing in the classroom cannot be overstated. Our children are benefiting from this academically. Our reading scores for the MOY have seen an improvement. Jared added that typically, we dip down for our MOY scores. It's exciting to see our dedicated teachers. Deb made a comment that she loves the Facebook posts to see what's going on. Melissa tries to do at least one post a day. There was a discussion on the reading goals, and shout outs. Mr. Buckley reviewed the results of the recent parent survey. We had 128 families respond between both schools which is good. Here are some of the highlights.
 - ✓ 51% respond that they would enroll their child in a preK program if we offered it which shows that there is a need out there.
 - ✓ 82% feels like the switch to the learning communities have improved their child's sense of belonging at LLA.
 - ✓ 52% feel like their child's academic performance has improved
 - ✓ 74% feels like their child is more connected to their teacher

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We also had some great feedback on the Flyer Creed & crew, our staff, civic education, carpool, and overall satisfaction. We also had great feedback from our teachers as well. There was discussion on parent education and implementing the crew program.

➤ **Board of Directors**

- Review Financials – Jimmy Sunlight reviewed the statement of activities as of November 30th. We are 42% of the way through the school year. He reported on the statement of financial position as of November 30th. There was a discussion on the State Liquor Tax reimbursement which is based on the school lunch program.
- Board Facilities Committee Update – Chuma stated that the building committee met and he has asked Brad to be here to discuss the possibilities that is financially possible then Chuma and Jared will talk about what is physically possible. Brad reviewed the long-term indebtedness of the School and some of options that the School can do with financing. Chuma gave a summary of how we got here today. Jared passed out a new drawing to the board that includes two levels. The lower level would be kinder classes and the upper level would be 6th grade and the current kinder rooms would be used for pre-k. The new area has bathrooms, storage, sped, kiva, and offices. It also allows us to get back our computer room, work room and a sped room which are currently classrooms. There was a discussion on timeline and the configuration until the construction done. The board would like to continue moving forward.
- Atlas Tower Update – Brandon Fairbanks ask Dawn B. to go over the numbers for the cell tower and recommendations. In all the different options that have been presented to the school, the school would be losing money over the term of the lease. She has asked Brad to discuss some other options. The Board would like to put it on the next agenda for a vote.
- Review Board Calendar – Terry Capener did not review the board calendar. He asked if there were any questions and there were none.

CONSENT ITEMS

- October 16, 2023 Board Meeting Minutes – There was no further discussion.
- November 13, 2023 Electronic Board Meeting Minutes – There was no further discussion.

Chuma Uzoh made a motion to approve the consent items. David Gray seconded the motion. The votes are as follows:

Terry Capener – Aye
Chuma Uzoh – Aye
Jimmy Sunlight – Aye
Deb Hansen – Aye
David Gray – Aye

Motion passed unanimously.

VOTING ITEMS

- PTIF Resolution – Dawn Benke reviewed the PTIF resolution. The School currently has one but it just needs to be updated because there have been changes. It will be Jimmy, Jared and Cathie Hurst, who is the Controller at AW. **David Gray made a motion to**

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approve the PTIF Resolution. Jimmy Sunlight seconded the motion. The votes are as follows:

Terry Capener – Aye
Chuma Uzoh – Aye
Jimmy Sunlight – Aye
Deb Hansen – Aye
David Gray – Aye

Motion passed unanimously.

- Security Camera System – Jared Buckley stated that the school received a Safety Grant and he shot for the stars and received about \$1.2 million. The Verkada system is all encompassed and has everything that we want. It has a ten-year license. The bids included are for both campuses.
- Safety & Security Window Film – Jared Buckley stated that this is also for the safety grant. We want to install ballistic window film on all the glass. This will be for both campuses.
- Amended Parent Compact – Jared Buckley worked with Platte to remove the language with Project CHILD to have it for our registration packet.
- Amended Wellness Policy – Jared Buckley stated that they recently had a lunch [Child Nutrition] audit and they were asked to update the Wellness Policy regarding the Wellness committee doing the triennial progress reports instead of the School. [There was a discussion on what kind of annual cost or life cycle the Verkada camera system has and if there will be continued grants to cover it when the license runs out.]. **David Gray made a motion to approve the purchase of Verkada Security System from ETS not to exceed \$1,200,000; approve the purchase of security film from Armitex not to exceed \$45,000; approve the amended Parent Compact and amended Wellness Policy. Deb Hansen seconded the motion. The votes are as follows:**

Terry Capener – Aye
Chuma Uzoh – Aye
Jimmy Sunlight – Aye
Deb Hansen – Aye
David Gray – Aye

Motion passed unanimously.

- Amended Selection & Purchase of Instructional Materials Policy – Brandon Fairbanks reviewed the amended Selection & Purchase of Instructional Materials Policy which includes delegating the Board’s authority to the Director to do all of the processes unless it is required to come to the Board to approve a certain curriculum.
- Rescind Learner Validated Program Policy – Brandon Fairbanks stated that this was due to COVID that allowed the School to do distance learning and it has now been rescinded so there is no need for the policy.
- Rescind Reuse & Disposal of Textbooks Policy – Brandon Fairbanks stated that the rule that required this policy went away so it makes sense to rescind the policy so that the School is not binding themselves to a policy that is no longer a requirement.

Chuma Uzoh made a motion to approve the amended Selection, Approval & Purchase of Instructional Materials Policy including the name change to include “Approval” in the policy name, Rescind the Learner Validated Policy and Rescind Reuse & Disposal of Textbooks Policy. Jimmy Sunlight seconded the motion. The votes are as follows:

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**Terry Capener – Aye
Chuma Uzoh – Aye
Jimmy Sunlight – Aye
Deb Hansen – Aye
David Gray – Aye
Motion passed unanimously.**

OTHER BUSINESS ITEMS

- *Calendarizing Items* – Terry Capener
- Next Pre-Board Meeting – January 8th
 - Next Board Meeting – January 22nd @ AW
 - NCSC2 Boston, MA – June 30 – July 3

There was no CLOSED SESSION.

5:52 PM – Deb Hansen made a motion to ADJOURN. Jimmy Sunlight seconded the motion.

The votes are as follows:

**Terry Capener – Aye
Chuma Uzoh – Aye
Jimmy Sunlight – Aye
Deb Hansen – Aye
David Gray – Aye
Motion passed unanimously.**

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LLA Board of Director's Meeting Tuesday, January 30, 2024

Action Item: *Award Contract on Invitation to Bid for Financial Advisor*

Issue:

Awarding the contract on LLA's Invitation to Bid for a Financial Advisor.

Background:

LLA sent three financial advisor firms an Invitation to Bid – LRB Public Finance Advisors, Roundtable Funding, and the Campanile Group. The purpose of the Invitation to Bid was to solicit bids from financial advisors to advise and assist LLA on the issuance of debt (most likely using the tax-exempt bond process through the Utah Charter School Finance Authority) to fund the construction of an approx. 14,000 square foot addition to its Layton Campus. The Invitation to Bid explains that LLA will award the contract based on what it feels is the best interest of the school.

LRB and Roundtable submitted proposals/bids, both of which are attached. LLA's building subcommittee reviewed the proposals/bids and recommends awarding the contract to LRB due to their vast experience, the extensive LLA-specific research they presented, and their fixed-price quote. The building subcommittee has confidence that LRB can successfully execute the function of financial advisor for LLA.

Recommendation:

It is recommended that the Board award the financial advisor contract to LRB Public Finance Advisors.

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FINANCE
ADVISORS



LEADERSHIP
LEARNING
academy



LEADERSHIP LEARNING ACADEMY

JANUARY 19, 2024

REQUEST FOR PROPOSAL
FOR
FINANCIAL ADVISORY
SERVICES

RESUMES & DEAL LIST
INFORMATION

EXHIBIT A: RESUMES



DAVID M. ROBERTSON, PRINCIPAL/OWNER

LRB PUBLIC FINANCE ADVISORS, INC.

CELL: (801) 647-4823

EMAIL: DAVID@LRBFINANCE.COM

EDUCATION

Bachelor's degree with a Minor in Business from the University of Utah

EMPLOYMENT HISTORY

LRB; 2000 - 2001 and 2002 - Present

Ballard Spahr; 2001 - 2002

Internship for Congressman Cannon, Washington D.C.; 2002.

LICENSES

Series 7 – General Securities Representative

Series 50 – Municipal Advisor Representative Qualification Examination

Series 63 – Uniform Securities Agent - State

SELECTED PRESENTATIONS

"Charter Finance and Bonding," Utah Association of Public Charter Schools

"Financial Sustainability Planning: Recommended Best Practices" Intermountain Section – AWWA

"Proactive Financial Management: Recommend Best Practices," Government Finance Officers Association

"Proactive Financial Management: Recommend Best Practices," Water Environment Association of Utah


















BIO

Mr. Robertson began his experience in the bond business in 2000 when he joined LRB. He works closely with charter schools, special districts, cities and counties. Mr. Robertson's responsibilities include client relations, quantitative analysis, debt structuring, creating interactive spreadsheets, coordinating ratings, maintaining liquidity facilities and related items. He has participated in structuring over \$2 billion in municipal bonds, in both fixed and variable rate models. These transactions have included charter school, water, sewer, lease and sales tax revenue bonds and general obligation bonds. As a part of the structuring of variable rate debt, Mr. Robertson has secured liquidity facilities and executing derivatives. Additionally, he worked at Ballard Spahr LLP (national law firm) in the Public Finance sector and in the office of Congressman Chris Cannon, 3rd District, Utah in Washington D.C. Mr.



Robertson currently serves on the Utah Association of Special District's Board and the American Water Works Association Conference Committee.

SAMPLE EXPERIENCE

-  Charter School financings in multiple states on over 50 transactions
-  Excelsior Academy – direct placement to acquire land, water, pave new driving lanes & staging and related improvements
-  Syracuse Arts Academy – CEP financing to restructure existing obligations and fund expansions, including the amphitheater and land acquisition
-  Providence Hall Charter School – CEP financing to restructure existing obligations and fund the expansion of its elementary campus
-  Freedom Preparatory Academy – advised on restructuring existing bonds and issuing new bonds to finance various expansions and furnishings of campuses in Provo and Vineyard. The transaction is the largest charter school bond issuance in the State of Utah.
-  Spectrum Academy – Credit Enhancement Program deal to refund prior deals and fund an expansion; realized millions in savings
-  North Davis Preparatory Academy – bond refinancing for economic savings with direct placement that provided significant deal flexibility
-  North Star Academy – Credit Enhancement Program deal to refund prior bonds
-  Summit Academy – the High School issued Cinderella Bonds to refund prior obligations for significant savings. The K-8 has submitted an application for the Credit Enhancement Program.
-  Hawthorn Academy – CEP to purchase its South Jordan Campus
-  George Washington Academy – CEP program to restructure existing debt which accelerated debt payments to reduce debt
-  Leadership Learning Academy – refinance existing loan and purchase facility from lease
-  Wallace Stegner Academy – purchase facilities from leases
-  DaVinci Academy – restructured existing bonds to realize significant debt service savings to fund the expansion of the facilities.
-  Noah Webster Academy – secured the Credit Enhancement Program. This was a milestone with school dynamics.
-  Arco Iris Spanish Immersion School (OR) – purchase facilities
-  Howard Street Charter School (OR) – purchase facilities





NATE ROBERTSON, VICE PRESIDENT

LRB PUBLIC FINANCE ADVISORS, INC.

CELL: (801) 870-8682

EMAIL: NATE@LRBFINANCE.COM

EDUCATION

Bachelor of Science in Finance

University of Utah

EMPLOYMENT HISTORY

LRB, 2006 – Present

LICENSES

Series 50 – Municipal Advisor Representative

Series 63 – Uniform Securities Agent – State

BIO

Mr. Robertson joined LRB in 2006. As a member of the firm's Production Team, he works closely with relationship managers to provide quantitative analysis, credit ratings presentations and other services to a number of cities, school districts, charter schools, and water districts.

EXPERIENCE






-  Helped complete over 100 bond transactions totaling over two billion.
-  Strong background of long-term financial modeling, quantitative analysis, and debt structuring.
-  Participated in a wide variety of construction and refinancing transaction including general obligation, water, sewer, lease revenue, tax increment, charter school revenue, special assessment, and franchise and sales tax revenue bonds.
-  Actively works in the development of credit shaping services including the development and implementation of plans to qualify, enhance, and/or secure an investment grade credit rating from the major credit agencies.
-  Integrally involved in on-going monitoring of refunding opportunities available, on a daily basis, to all local governments to ensure the highest level of debt service savings are identified and captured.



EXHIBIT B: ADDITIONAL INFORMATION ON LRB'S APPROACH

LRB'S PHILOSOPHY

Our primary focus is always on meeting the client's stated goals and objectives with the aim of providing the most cost-effective financing solutions available to meet those needs. We take our fiduciary role very seriously which, by definition, requires that we always put our client's interests first. We focus on identifying the optimal financing structure which will allow your financing to conform to your specific project and cash-flow needs.

We are grateful for the long-standing working relationships LRB has with the professionals (legal counsels, business managers, underwriters, etc.) that form the balance of the financing team in serving the charter school community. The following are some of the comments these professionals have made about LRB:

"I know that LRB can deliver when others can't."

"I know that when LRB is involved that I can relax knowing they are paying attention to the details of the transaction."

"LRB's level of service and expertise is unsurpassed."

"LRB keeps the finance team organized and on task, better than others."

"LRB is the most polished and thorough in their presentation materials."

DEAL EXECUTION

LRB was specifically sought out by the State Treasurer's to help elevate the level of municipal advisory services provided to Utah's charter schools. To highlight a few points to our financing approach, please consider the following:

1. We understand that this is LLA's financing. As such, LRB will provide independent advice and recommendations while allowing LLA's Board and Administration to make all key decisions as they consider the full range of LLA's options. This will enable LLA to realize the best overall financing to meet its financial goals.
2. With direction from LLA, LRB will coordinate closely with the other financing team members to achieve the desired goals set out by LLA. LRB will help manage the financing team to keep it on track and organized. LRB is known for its organizational skills, professionalism, and attainment of successful outcomes.
3. LRB plays an active role in reviewing and preparing materials at all key points of the financing. Industry participants have recognized our materials as the most professional and comprehensive at ensuring the client's story is properly told in highlighting their financing strengths.
4. We will provide meaningful numerical and documentary analysis along the way:
 - a. Financial analysis of bond structuring options
 - b. Thorough analysis in preparing for meetings various entities

Proper deal
execution will
comfortably yield
the best results



- c. The most comprehensive rating & credit presentations in the marketplace
 - d. Pre-pricing and pricing dialogs with the underwriters and LLA
 - e. Closing instructional memoranda
 - f. A post-closing checklist of key covenants and bond terms to stay compliant with regulatory requirements
5. LRB employs a strong quantitative support team that will help LLA in preparing financing models that are up to the highest standards of the municipal bond industry. Understanding the applicable ratios and highlighting strengths are key aspects of LRB's process.
 6. LRB has been involved with a wide variety of transactions and will bring that experience to LLA for its benefit. We will provide "pros" and "cons" of each scenario so that LLA officials can make educated decisions to best select the financing tools suited for your end goal.
 7. LRB plays an active role throughout the transaction to verify accuracy and thoroughness.
 8. LRB utilizes Munex (bond modeling software) along with Excel to generate debt schedules.
 9. LRB is an active manager of the process to keep the team on track and on schedule. We have a systematic timeline that we use to track the important tasks needed to complete a transaction. We will schedule calls and meetings as needed to stay on task.

LRB knows the market and options available to lower its client's interest rates and related costs

IN-HOUSE EXPERTISE AND ACCESS TO MARKET RESOURCES

As an independent FA, we take seriously our responsibility to have the greatest amount of information and widest range of tools at our disposal to serve our clients. We have several sources of market data including our depth of experience (working with our clients pricing a transaction on average every 11 days), on-site Thomson Reuters access providing nearly real-time pricing details of every publicly offered bond issue in the U.S., specialized indexed data, as well as access to

multiple underwriting desks, and multiple informational subscriptions specific to the bonding community. This enables us to have our "finger on the pulse" of the market at any given time with the knowledge of what is appropriate and acceptable in pricing and structuring the bonds.

ELEVATED LEVEL OF SERVICE

LRB has been able to bring an elevated level of service and expertise to the FA services available to charter schools. We urge you to contact our clients (charter schools and others) to better understand our level of service. Having a complete understanding of how precious cash resources are to all our clients, but particularly to charter schools that have a very limited ability to raise revenues, the savings achieved by an LRB coordinated process are far better utilized in the classroom.



RELEVANT DEAL SPECIFICS

LRB will advise LLA on structuring a transaction that meets its specific needs. Considerations include:

- Carefully structuring the bonds to maintain financial integrity of LLA
- Although a bond rating may or may not be sought, understanding the ratings process will help LLA to prepare for the future and will be beneficial in structuring your transaction
- Early redemption flexibility with the new limitations on refunding opportunities
- Bond structure, i.e., right coupon and optional redemption structure

LRB's ability to pay attention to the details has saved our clients' money

Managing the traction process to reduce burden on LLA's Board and Administration

- LRB is known for being organized and thorough which reduces the burden on LLA
- LRB will manage the finance team to streamline the bond issuance process
- LRB has been most effective in reducing costs
 - Since LRB started working with charter schools, costs of issuance have reduced by 30-50%

Attention to detail

- LRB will fight for every basis point (0.01%), meaning we pay close attention to how your bonds are priced
 - As noted above, one basis point represents \$11,50 over the life of the proposed bonds
 - LRB realizes results in pushing underwriters to achieve the best pricing for charter schools
- LRB was able to thread the needle in advising Noah Webster Academy on how to qualify for the Credit Enhancement Program to significantly reduce interest costs and bond issuance costs
- LRB advised on the State's largest charter school financing for Freedom Preparatory Academy

LRB is solely owned by its three principals, Laura Lewis, Jason Burningham, and David Robertson. LRB has a staff of 14 professional serving our clients' needs. The Firm is organized with a client lead, Business Relationship Center ("BRC"), who is in turn supported by a Production Team ("PT") that assists the BRC in generating analysis, reports, presentations, research, and all the other backing to serve LRB's clients. LRB serves its clients with a team approach which includes access to professionals, responsiveness, and timely action.






LLA will work with Mr. David Robertson. Mr. Robertson has worked on over 40 charter school transactions in five years, the most of any professional in the State of Utah, as more fully outlined in **Schedule C** below. In addition to these transactions, he has structured \$2 billion in total municipal bonds over his career. He represents charter schools, special districts, cities, conduit issuers, counties, and others. This exposure has enabled him to provide additional insight and considerations to charter schools to enhance their transactions which has resulted in lower costs and better deal structures. Additionally, his approach to drafting rating presentations has facilitated a more thorough understanding of his clients' strengths to achieve the best results possible.

LRB is the most
experienced &
diversified
throughout the west

On these transactions, we have advised schools on financing:
i) the purchase of facilities from builder leases, ii) new construction, iii) furnishing buildings, iv) refinancing prior bonds / loans, v) combinations of i-iv and vi) other facility needs of our clients.

LRB has worked with a variety of bond purchasers / underwriters to not only increase the competitive nature, but to drive price discovery. This has greatly benefitted Utah's charter schools in lowering the bond pricing and costs of issuance. LRB has actively worked with the following underwriters (together with others not listed who are not currently active in the charter school market) which is more than any other municipal advisor in the region and State:

 CREWS & ASSOCIATES
 D.A. DAVIDSON & COMPANY
 PIPER SANDLER
 RAYMOND JAMES

 RBC
 ROBERT W. BAIRD & COMPANY
 STIFEL (STIFEL ACQUIRED
GEORGE K. BAUM & COMPANY
IN 2019)

With this experience and exposure, LRB is keenly aware of what options are available in the market to make sure LLA is exposed to all financing options at the best rates available. LRB will advise LLA on the strengths and weaknesses of each proposal so LLA will understand which structure will be best for it in considering not only the interest rate, but covenants and costs that should be factored into this decision.

LIST OF UTAH CHARTER SCHOOLS SINCE 2016. Services generally included: management of finance team, bond structuring, oversight of bond pricing, seeing to the closing on the bonds and related services to perfect a bond transaction. The services listed in the RFP Scope of Work are standard practice for LRB in serving its clients:



LEADERSHIP LEARNING ACADEMY, UTAH
REQUEST FOR PROPOSALS FOR MUNICIPAL ADVISORY SERVICES

CHARTER SCHOOL	DATED DATE	PAR AMOUNT	PURPOSE	CONTACT	PHONE & EMAIL
Karl G. Maeser Academy*	2/24/2016	\$12,450,000	Bond refinance	Steve Whitehouse (Board)	Steve.whitehouse@maeserprep.org Phone: 801.235.9000
Reagan Academy	9/13/2016	12,400,000	Bond refinance	Justin Riggs (Executive Director)	jriggs@reaganacademy.org Phone: 801.489.7828
Hawthorn Academy*	10/18/2016	11,730,000	Facility purchase	Heidi Scott (Board)	hscott@hawthornacademy.org Phone: 801.260.3040
Syracuse Arts Academy*	2/14/2017	29,270,000	Loan refinance / facility acquisition	Jerrad Pullum (Board)	jpullum@saacharter.org Phone: 801.827.0540
Channing Hall	3/15/2017	8,740,000	Bond refinance	Dawn Lords (Board) / Jen Barrett (Business Admin)	dlords@channinghall.com, jbarrett@channinghall.org Phone: 801.572.2709
Noah Webster Academy*	3/22/2017	8,830,000	Bond refinance	Brad Jones (Treasurer)	bjones@mynwa.us Phone: 801.426.6645
DaVinci Academy*	5/17/2017	13,265,000	Bond refinance	Fred Donaldson (Director)	fred.donaldson@davinciacademy.org Phone: 801.409.0708
Freedom Academy	9/12/2017	54,810,000	Facility acquisition / expansion / furnishing	Chris Helvey (Director of Finance)	chelvey@freedomprep.net Phone: 801.437.3100
Early Light Academy	12/28/2017	16,200,000	Bond refinance	David Bourne (Board)	dbourne@earlylightacademy.org Phone: 801.302.5988
Esperanza	9/27/2018	8,290,000	Facility purchase	Juan Freire (Board)	freire@byu.edu 801.422.4689
Summit Academy High School	2/28/2019	17,015,000	Bond refinance	Mayor Troy Walker (Board)	troy.walker@draper.ut.us Phone: 801.576.6513
Summit Academy (K-8)*	7/31/2019	40,650,000	Facility acquisition / expansion / furnishing	Mayor Troy Walker (Board)	troy.walker@draper.ut.us Phone: 801.576.6513
Leadership Learning Academy	10/7/2019	16,625,000	Bond refinance	Chuma Uzoh (Board)	cuzoh@llacharter.org Phone: 801.593.9552
Wallace Stegner Academy	10/31/2019	13,125,000	Facility acquisition	Anthony Sudweeks / Adam Gerlach (Co-Directors)	asudweeks@wsacharter.org (801.456.9570 x107) agerlach@wsacharter.org (801.456.9570)
American Academy of Innovation	2/3/2020	10,325,000	Facility acquisition / expansion	Scott Jones (Director)	scott.jones@aaiutah.org Phone: 801.810.4786
Mountain West Montessori Academy	2/6/2020	8,280,000	Facility acquisition	Angie Johnson (Director)	ajohnson@mwmacademy.org Phone: 801.566.6962
Utah Military Academy	4/13/2020	24,895,000	Facility acquisition and improvements	Chuck Williams, Board Chair	chuckhole@earthlink.net Phone: 703.624.6995
North Star Academy*	7/1/2020	7,185,000	Bond refinance	Trudy Sorenson (Board)	tsorenson@north-staracademy.com Phone: 801.870.7315



LEADERSHIP LEARNING ACADEMY, UTAH
REQUEST FOR PROPOSALS FOR MUNICIPAL ADVISORY SERVICES

CHARTER SCHOOL	DATED DATE	PAR AMOUNT	PURPOSE	CONTACT	PHONE & EMAIL
Renaissance Academy	7/13/2020	12,685,000	Bond refinance / expansion of facilities	Marc Ursic (Director)	mursic@renacademy.org Phone: 801.768.4202
North Davis Preparatory Academy (direct placement)	10/30/2020	12,150,000	Bond refinance	Monte Poll (Board)	mpoll@northdavisprep.org Phone: 801.547.1809
Paradigm School	12/4/2020	8,370,000	Bond refinance / covenant restructure	Jerad Conley (Board)	jconley@paradigmschools.org Phone: 801.676.1018
Spectrum Academy*	10/26/2020	27,910,000	Bond refinance / expansion of facilities	Brad Nelson (Director of Finance)	bnelson@spectrumcharter.org Phone: 801.936.0318
Freedom Academy	2/24/2021	13,855,000	Satellite expansion	Chris Helvey (Director of Finance)	chelvey@freedomprep.net Phone: 801.437.3100
Thomas Edison Charter School (direct placement)	06/28/2021	5,180,000	Bond refinance	Jim Peterson (Board Liaison)	jim.peterson@sdl.usu.edu Phone: 435.787.2820
Ignite Entrepreneurship Academy	06/28/2021	9,605,000	Building acquisition	Gary Adams (Business Admin)	gadams@igniteutah.org Phone: 801.901.8520
Providence Hall Charter School*	07/29/2021	40,400,000	Bond refinance / loan refinance / building expansion / furnishing	Nate Marshall (Executive Director)	nmarshall@providencehall.com Phone: 801.727.8260
Jefferson Academy	2/18/2022	11,425,000	Bond refinance		
Legacy Preparatory Academy	3/14/2022	14,235,000	Building construction	Brandie Evans (Co-Managing Director)	bevans@legacyprep.org Phone: 801.294.2801 x2006
Syracuse Arts Academy	3/17/2022	7,765,000	Land acquisition / facility improvements	Dale Pfister (Lead Director)	dpfister@saacharter.org Phone: 801.827.0540
Ascent Academies of Utah	3/29/2022	50,135,000	Bond refinance / expansion	Wade Glathar (Executive Director)	wglathar@ascentutah.org
Wallace Stegner Academy	6/23/2022	19,240,000	Building acquisition	Adam Gerlach Anthony Sudweeks (Co-Executive Director)	agerlach@wsacharter.org asudweeks@wsacharter.org
Spectrum Academy (S.T.A.R.S. Campus)	9/9/2022	6,985,000	Building acquisition	Brad Nelson (Finance Director)	BNelson@spectrumcharter.org
Monticello Academy (West Point Campus)	11/30/2022	12,690,000	Building acquisition	Dane Roberts (Executive Director)	dane.roberts@monticelloacademy.net
Excelsior Academy	11/22/2023	\$6,250,000	Land acquisition / Improvements	Matt Hymas (Executive Director)	mhymas@eautah.org



CHARTER SCHOOL	DATED DATE	PAR AMOUNT	PURPOSE	CONTACT	PHONE & EMAIL
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* Represents UCSFA Credit Enhancement Program schools.

LRB has completed 63% of the charter school transaction in Utah. LRB has been recognized nationally for the amount of charter school transactions completed.

LIST OF SCHOOLS OUTSIDE OF UTAH FOR THE PAST 3-YRS:

CHARTER SCHOOL	STATE	YEAR	PAR AMOUNT	PURPOSE	CONTACT	PHONE & EMAIL
Doral Academy of Northern Nevada	Nevada	Dec 2017	\$21,150,000	New facility financing for young charter school	Bob Howell Director	bhowell54@yahoo.com 801.721.7850
Arco Iris Spanish Immersion School	Oregon	July 2018	\$12,100,000	Acquisition and retrofit of business building into charter school	Christ Billings (Board Chair)	christa.billings@arcoirisschool.org (503) 539-9158
Pinecrest Academy of Nevada	Nevada	2018 & 2020	\$35MM & \$19MM	Facility acquisition	Trevor Goodsell (CFO)	trevor.goodsell@academicanv.com (702) 431-6260
Howard Street Charter School	Oregon	May 2019	\$5,200,000	Acquisition and retrofit of business building into charter school	Christina Tracy (Teaching Principal)	ctracy@howardstreet.org (503) 399-3408
Financial Advisor to Nevada Department of Business & Industry – Conduit Issuer for Charter Schools	Nevada	Multiple	Multiple	Various	Terry Reynolds (Director)	TReynolds@business.nv.gov
Global Village Academy – Douglas County	Colorado	2021	11,815,000	Negotiation with landlord for acquisition / expansion of facilities	Chris Les (Board President)	douglasboardpresident@gvaschools.org\
DreamHouse 'Ewa Beach Public Charter School	Hawaii	2022	26,945,000	Facility acquisition	Alex Teece (Chief Education Officer)	alexteece@dreamhouseewabeach.org (808) 437-7771
ACE Classical Education	Oregon	2022	4,220,000	Building acquisition	Starr Sahnaw (Executive Director)	mrs.sahnaw@aceclassicaled.org
City View Charter School	Oregon	2023	\$19,575,000	Building acquisition	Melissa Stark (Board Chair)	mstark@cityviewcharter.org
Portland Village School	Oregon	2023	\$8,700,000	Building acquisition	Dr. Jennifer Stackhouse (Director)	jstackhouse@portlandvillageschool.org



INVITATION TO BID – FINANCIAL ADVISOR

UTAH CHARTER SCHOOL FINANCE AUTHORITY

(Required pursuant to MP14015, Request for Qualifications,
Financial Advisor to Financing Charter Schools, State of Utah)

Leadership Learning Academy

CHARTER SCHOOL NAME

\$4,200,000

ESTIMATED TRANSACTION AMOUNT

LRB Public Finance Advisors, Inc.

BIDDING FIRM NAME

David M. Robertson, Principal/Owner

NAME OF PERSON AUTHORIZED TO SUBMIT BID

BIDDER INFORMATION

- A. Company Address: 41 N. Rio Grande, Suite 101
City, State, Zip Code: Salt Lake City, Utah 84101
- B. Person Authorized to Sign Contract and Submit Bid:
NAME: David Robertson
TITLE: Principal/Owner
- C. Day-to-day Contact Name: David Robertson
TELEPHONE NUMBER(S): (d) 801.456.3903, (c) 801.647.4823
EMAIL ADDRESS: david@lrbfinance.com

BID PRICING

Fee (quoted as \$/per 1,000 of bonds issued): See below
(Must be equal or less than the \$5/1,000 bonds cap required by MP14015).

LRB proposes a fixed fee approach as follows:

- Public offering financing: \$44,500
- Direct placement financing: \$59,500

LRB is willing to modify the fee structure and/or cap our fee to achieve a fair fee arrangement with LLA in good faith.

DETAIL OF ESTIMATED EXPENSES

EXPENSE CATEGORY	ESTIMATED COST
N/A	\$
	\$



BIDDER AUTHORIZED SIGNATURE

January 19, 2024

DATE



LLA Board of Director's Meeting Tuesday, January 30, 2024

Action Item: *Reimbursement Resolution*

Issue:

Adopting a reimbursement resolution in connection with the financing of the new addition to the Layton Campus.

Background:

LLA is planning to construct an addition to its Layton Campus. LLA will need to secure financing to pay for the new addition, and is currently seeking a financial advisor to help them do so. LLA anticipates borrowing proceeds from the Utah Charter School Finance Authority's bonds to finance the construction and equipping of the new addition. LLA expects that it will incur costs related to this project before receiving the bond proceeds. As a result, LLA would like to be able to use some of the bond proceeds to reimburse itself for some of those costs. In order to do so, LLA needs to adopt a reimbursement resolution. A proposed Reimbursement Resolution is attached.

Recommendation:

It is recommended that the Board adopt the Reimbursement Resolution.

NOTE: Times on this agenda are estimated as a courtesy only. Actual times may vary.

In compliance with the Americans with Disabilities Act, persons needing accommodations for this meeting should call (801) 444-9378 to make appropriate arrangements.

**RESOLUTION OF THE BOARD OF DIRECTORS OF
LEADERSHIP LEARNING ACADEMY**

REIMBURSEMENT RESOLUTION

JANUARY 30, 2024

WHEREAS, the Board of Directors (the “Board”) of Leadership Learning Academy (the “School”) has determined it is in the best interest of the School to enter into a Loan Agreement between the School and the Utah Charter School Finance Authority (the “Issuer”) whereby the School will borrow the proceeds of the Issuer’s Charter School Revenue Bonds (the “Bonds”) to (a) finance the construction of a new addition to the School’s Layton Campus and the furnishing of the new addition (collectively, the “Project”); and (b) pay certain costs of issuance (collectively, the “Financing”);

WHEREAS, the Board has determined that it is necessary that the School express its intention to reimburse certain qualified expenditures incurred by the School with respect to the Project; and

WHEREAS, no qualified expenditures of the Project to be reimbursed were paid more than 60 days prior to the date of this Resolution;

NOW THEREFORE Be It and It Is Hereby Resolved by the Board of the School, as follows:

Section 1. The School hereby declares its intention and reasonable expectation to use the proceeds of the Bonds (the “Reimbursement Bonds”) of the Issuer to reimburse itself for expenditures for costs of the Project. The School intends that the Reimbursement Bonds are to be issued, and the reimbursements made, by the later of 18-months after the later of (a) the payment of the costs or (b) after the Project is placed in service, but in any event, no more than three years after the date the expenditure was paid. The School anticipates that the maximum principal amount of Bonds that will be issued to finance the Project (including the Reimbursement Bonds) will not exceed \$5,000,000. The particular amount, maturities, fixed or variable interest rates, redemption terms and other terms and provisions of the Bonds will be determined by the Issuer.

Section 2. All actions of the members of the Board, officers, and employees of the School that are in conformity with the purposes and intent of this Resolution, whether taken before or after the adoption hereof, are hereby ratified, confirmed and approved.

Section 3. The appropriate officials of the School, including without limitation the Board Chair, Board Financial Coordinator, and/or the Board Secretary of the School, are hereby authorized and directed to execute and deliver for and on behalf of the School any or all additional certificates, documents and other papers and to perform all other acts they may deem necessary or appropriate in order to implement and carry out the matters authorized in this Resolution.

NOTE: Times on this agenda are estimated as a courtesy only. Actual times may vary.

In compliance with the Americans with Disabilities Act, persons needing accommodations for this meeting should call (801) 444-9378 to make appropriate arrangements.

Section 4. If any provisions of this Resolution should be held invalid, the invalidity of such provision shall not affect the validity of any of the other provisions of this Resolution.

Section 5. All resolutions of the School or parts thereof, inconsistent herewith, are hereby repealed to the extent only of such inconsistency.

Section 6. This Resolution shall be effective immediately upon its adoption.

ADOPTED AND APPROVED January 30, 2024.

BOARD OF DIRECTORS OF LEADERSHIP
LEARNING ACADEMY

By _____
Board Chair

NOTE: Times on this agenda are estimated as a courtesy only. Actual times may vary.

In compliance with the Americans with Disabilities Act, persons needing accommodations for this meeting should call (801) 444-9378 to make appropriate arrangements.

The foregoing Resolution was duly adopted at a meeting of the Board held on January 30, 2024, at which a quorum of the Board was present by the affirmative vote of _____ Directors, and opposed by _____ Directors, and has been duly recorded in the official book of minutes of the proceedings of the Board and is in full force and effect.

By _____
Board Secretary

NOTE: Times on this agenda are estimated as a courtesy only. Actual times may vary.

In compliance with the Americans with Disabilities Act, persons needing accommodations for this meeting should call (801) 444-9378 to make appropriate arrangements.

LLA Board of Director's Meeting Tuesday, January 30, 2024

Action Item: 2024-2025 School Calendars

Issue

The Board must approve the annual school calendar that meets the state requirements of 180 days and 990 hours of instruction. (A school day must have a minimum of 4 instructional hours.)

Background

For the first time since the Ogden Campus opened, their calendars are the same. Below are some dates of interest and/or comparison with DSD's calendar.

- First day of school is Monday, August 12.
 - ✓ DSD's is Thursday, August 15.
 - ✓ OSD's is Friday, August 16th.
- Fall Break is October 16-18.
 - ✓ DSD's is October 17-21
 - ✓ OSD's is October 17-21
- Thanksgiving Break November 25-29.
 - ✓ DSD's is November 27-29.
 - ✓ OSD's is November 27-29.
- Winter Break is December 23-January 3.
 - ✓ DSD's is December 21-January 6.
 - ✓ OSD's is December 21-January 3.
- Spring Break is March 31-April 4.
 - ✓ DSD's is the same.
 - ✓ OSD's is the same.
- Last day of school is Thursday, May 22nd.
 - ✓ DSD's is the same.
 - ✓ OSD's is Friday, May 23rd.

Both calendars meet the required (180) days and are well over the required (990) hours.

Recommendation

It is recommended that the Board approve the 2024-2025 school calendar for both the Layton and Ogden Campuses.

NOTE: Times on this agenda are estimated as a courtesy only. Actual times may vary.

In compliance with the Americans with Disabilities Act, persons needing accommodations for this meeting should call (801) 444-9378 to make appropriate arrangements.



2024-2025 School Calendar

100 W. 2675 N. • Layton, UT 84041 • (801) 593-9552

Layton Campus

Half-Day Kindergarten

Mon-Thurs: 8:30 AM to 1:30 PM

12:00 PM to 3:00 PM

Fri: 8:30 AM to 10:30 AM

11:30 AM to 1:30 PM

Grades 1-6

Mon-Thurs: 8:30 AM to 3:00 PM

Fri: 8:30 AM to 1:30 PM

AUGUST 2024

S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

SEPTEMBER 2024

S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

OCTOBER 2024

S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

NOVEMBER 2024

S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

DECEMBER 2024

S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

JANUARY 2025

S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
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18	19	20	21	22	23	24
25	26	27	28	29	30	31

FEBRUARY 2025

S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

MARCH 2025

S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

APRIL 2025

S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

MAY 2025

S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

JUNE 2025

S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

JULY 2025

S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

YEAR AT A GLANCE

August 16-19	No School	Quality Teaching Day
August 18	Information	Back to School Night
August 19-22	Start of New Term	First Day of School (Early Out)
August 22-26	Early Release	Early Out Day (1:30 p.m.)
September 2	No School	Labor Day
September 3	No School	Professional Learning Day (Legislative Day)
October 9-11	Early Release	Parent Teacher Conference
October 15	Term Ends/Early Release	Term 1 Ends (Early Out)
October 16-18	No School	Fall Recess
October 21	Start of New Term	Term 2 Begins
October 31	Early Release	Early Out Day (1:30 p.m.)
November 1	No School	Professional Learning Day (Legislative Day)
November 25	No School	Teacher Comp Day
November 26-29	No School	Thanksgiving Recess
Dec 23-Jan 3	No School	Winter Recess
January 10	Term Ends/Early Release	Term 2 Ends (Early Out)
January 13	Start of New Term	Term 3 Begins
January 20	No School	Martin Luther King Jr. Day
February 15-17	Early Release	Parent Teacher Conference
February 18	No School	Washington and Lincoln Day
February 18-19	No School	Professional Learning Day (Legislative Day)
March 4	Term Ends/Early Release	Term 3 Ends (Early Out)
March 17	No School	Teacher Comp Day
March 18	No School	Professional Learning Day (Legislative Day)
March 19	Start of New Term	Term 4 Begins
March 31	No School	Teacher Comp Day
April 1-2	No School	Spring Break
April 30-May 2	Early Release	Parent Teacher Conference
May 22	Term Ends/Early Release	Last Day of School (Early Out)

Board Approved: _____

Semesters	Days
First Term	46 Days
Second Term	46 Days
Third Term	43 Days
Fourth Term	45 Days
Total	180 Days



2024-2025 School Calendar

1111 2nd Street • Ogden, UT 84404 • (801) 784-5170

Ogden Campus

Grades K-6

Mon-Fri: 8:30 AM to 3:00 PM

Fri: 8:30 AM to 1:30 PM

AUGUST 2024							SEPTEMBER 2024							OCTOBER 2024						
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S
					1	2	1	2	3	4	5	6	7			1	2	3	4	5
4	5	6	7	8	9	10	8	9	10	11	12	13	14	6	7	8	9	10	11	12
11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19
18	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23	24	25	26
25	26	27	28	29	30	31	29	30						27	28	29	30	31		
NOVEMBER 2024							DECEMBER 2024							JANUARY 2025						
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S
					1	2	1	2	3	4	5	6	7				1	2	3	4
3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11
10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18
17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
24	25	26	27	28	29	30	29	30	31					26	27	28	29	30	31	
FEBRUARY 2025							MARCH 2025							APRIL 2025						
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S
						1							1			1	2	3	4	5
2	3	4	5	6	7	8	2	3	4	5	6	7	8	6	7	8	9	10	11	12
9	10	11	12	13	14	15	9	10	11	12	13	14	15	13	14	15	16	17	18	19
16	17	18	19	20	21	22	16	17	18	19	20	21	22	20	21	22	23	24	25	26
23	24	25	26	27	28		23	24	25	26	27	28	29	27	28	29	30			
							30	31												
MAY 2025							JUNE 2025							JULY 2025						
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S
				1	2	3	1	2	3	4	5	6	7			1	2	3	4	5
4	5	6	7	8	9	10	8	9	10	11	12	13	14	6	7	8	9	10	11	12
11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19
18	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23	24	25	26
25	26	27	28	29	30	31	29	30						27	28	29	30	31		

YEAR AT A GLANCE

August 19	No School	Quality Teaching Day
August 18	Information	Back to School Night
August 12	Start of New Term	First Day of School (Early Out)
August 12 & 16	Early Release	Early Out Day 1:30 p.m.
September 2	No School	Labor Day
September 3	No School	Professional Learning Day (Legislative Day)
October 9 & 11	Early Release	Parent Teacher Conference
October 15	Term Ends/Early Release	Term 1 Ends (Early Out)
October 16 & 18	No School	Fall Recess
October 21	Start of New Term	Term 2 Begins
October 31	Early Release	Early Out Day 1:30 p.m.
November 1	No School	Professional Learning Day (Legislative Day)
November 25	No School	Teacher Comp Day
November 26 & 29	No School	Thanksgiving Recess
Dec 23 & Jan 3	No School	Winter Recess
January 7	Term Ends/Early Release	Term 2 Ends (Early Out)
January 20	No School	Martin Luther King Jr. Day
January 21	Start of New Term	Term 3 Begins
February 5 & 7	Early Release	Parent Teacher Conference
February 17	No School	Washington and Lincoln Day
February 18	No School	Professional Learning Day (Legislative Day)
March 14	Term Ends/Early Release	Term 3 Ends (Early Out)
March 17	No School	Teacher Comp Day
March 18	No School	Professional Learning Day (Legislative Day)
March 19	Start of New Term	Term 4 Begins
March 31	No School	Teacher Comp Day
April 1 & 2	No School	Spring Break
April 30 & May 2	Early Release	Parent Teacher Conference
May 22	Term Ends/Early Release	Last Day of School (Early Out)

Board Approved: _____

Semesters	Days
First Term	46 Days
Second Term	46 Days
Third Term	43 Days
Fourth Term	45 Days
Total	180 Days

NOTE: Times on this agenda are estimated as a courtesy only. Actual times may vary.

In compliance with the Americans with Disabilities Act, persons needing accommodations for this meeting should call (801) 444-9378 to make appropriate arrangements.

LLA 2024-2025 SY Count - LAYTON

Month	Student Days Per Month	Full Days	Early Release Days	Teacher Comp Days	Legislative PD Days	*NEW* Teacher Work Days	ALL Teachers Work Days	Teacher Days Per Month
August	15	8	7			1	4	20
September	20	15	4		1			20
October	20	13	7					20
November	17	12	3	1	1			17
December	15	12	3					15
January	19	15	4					19
February	19	12	6		1			19
March	21	14	4	2	1			21
April	18	14	4					18
May	16	11	5					16
June	0							0
Total Days	180	126	47	3	4	1	4	185
Total Hours	1037.50	777.00	219.33	16.50	24.67	N/A	N/A	N/A

Student Hours Calculations	Full Days	Early Release Days
Start	8:30 AM	8:30 AM
End	3:00 PM	1:30 PM
Elapsed Time	390.00	300.00
Passing Time	0	0
Lunch	20	20
Total min	370.00	280.00
EMPLOYEE AGREEMENT INFORMATION		
Days	New Teachers	Returning Teachers
Start Date:	08-01-2023	08-07-2023
End Date:	05-23-2024	05-23-2024
23-24 Work Days:	185	184
24-25 Work Days:	185	184
Difference:	0	0

LLA 2024-2025 SY Count - OGDEN

Month	Student Days Per Month	Full Days	Early Release Days	Teacher Comp Days	Legislative PD Days	*NEW* Teacher Work Days	ALL Teachers Work Days	Teacher Days Per Month
August	15	8	7			1	4	20
September	20	15	4		1			20
October	20	13	7					20
November	17	12	3	1	1			17
December	15	12	3					15
January	19	15	4					19
February	19	12	6		1			19
March	21	14	4	2	1			21
April	18	14	4					18
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LLA Board of Director's Meeting Tuesday, January 30, 2024

Action Item: *Video Surveillance Policy*

Issue:

Adopting a policy in connection with putting video surveillance cameras inside classrooms and other areas at the school.

Background:

LLA has decided to install video surveillance cameras in public areas of its school buildings, including inside classrooms. The school feels that installing these video cameras will benefit the school in many respects, such as by promoting safety, acting as a deterrent to inappropriate or criminal behavior, assisting school administration and law enforcement during emergencies, assisting in providing physical security for school assets, and providing retroactive and investigate support to school administration.

To ensure that the video surveillance cameras are used appropriately and that the resulting footage is handled properly and is adequately protected, the school would like to adopt a Video Surveillance Policy. This policy authorizes the school's use of video surveillance cameras, lists out the various purposes of having video surveillance at the school, and addresses rules regarding access to and disclosure of video surveillance footage. For example, the policy provides that video surveillance can only be used by the school for legitimate education or business-related purposes and may not be used to harass, stalk, intimidate, or inappropriately monitor any individual. It also explains that access to video surveillance footage is only available to authorized personnel and can't be accessed for inappropriate or unlawful reasons. The policy further explains that the school will not share video footage in violation of the law.

The policy directs the Lead Director to establish administrative procedures to help the school implement the policy, and both the policy and accompanying administrative procedures are provided with this cover sheet.

Recommendation:

It is recommended that the Board adopt the Video Surveillance Policy.

Leadership Learning Academy Video Surveillance Policy



PURPOSE

The purpose of this policy is to establish objectives, requirements, and procedures related to the use of video surveillance on Leadership Learning Academy (the “School”) property.

POLICY

The School’s Board of Directors (the “Board”) authorizes the use of video surveillance on School property to ensure the health, welfare, and safety of all School staff, students, and visitors, and to safeguard School buildings, grounds, and equipment. The School shall use video surveillance in a manner that enhances security and aids enforcement of School rules and administrative procedures, Board policies, and applicable law, while respecting the privacy expectation of School staff, students, and community members.

The School shall comply with all applicable laws and regulations pertaining to its use of video surveillance, including those related to maintaining and sharing video footage. *See* 20 U.S.C. § 1232g, Family Educational Rights and Privacy Act; Utah Code § 53E-9-101 *et. seq.*; and Utah Code § 63G-2-101 *et. seq.*

Specifically, the use of video surveillance at the School:

- (a) promotes the safety of all individuals on School property;
- (b) assists in providing physical security for School assets;
- (c) provides visual resources to areas that may have an absence of adult supervision;
- (d) assists School administration and law enforcement during an emergency;
- (e) provides retroactive and investigative support to School administrators; and
- (f) acts as a deterrent to inappropriate or criminal behavior.

Video surveillance equipment may only be used by the School for legitimate education or business-related purposes as determined by School administration and may not be used to harass, stalk, intimidate, or inappropriately monitor any individual.

Video equipment and footage may only be accessed by authorized personnel, and may not be accessed for personal, inappropriate, or unlawful reasons. The School shall not share video footage in violation of the law.

PROCEDURES

The Lead Director shall establish administrative procedures that will help the School implement this policy.

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Video Surveillance Administrative Procedures

These procedures are established in accordance with the Video Surveillance Policy established by the School's Board of Directors.

Definitions

For purposes of these administrative procedures and the corresponding Board policy, "parent" means:

- A. a biological or adoptive parent;
- B. a legal guardian or other individual legally authorized to make educational decisions for the child;
- C. an individual, with whom the child lives, who is acting as a parent in the absence of a natural parent or a guardian;
- D. a foster parent if the authority of the biological or adoptive parents to make educational decisions on the child's behalf has been terminated or specifically limited by a court order;
- E. in the absence of any individual qualified under subsections A-D above, a surrogate parent appointed pursuant to the Individuals with Disabilities Education Act; and/or
- F. a stepparent if the stepparent is present on a day-to-day basis with the natural parent and child, and the other parent is absent from the home. A stepparent who is not present on a day-to-day basis in the home of the child does not have rights under Family Educational Rights and Privacy Act ("FERPA") with respect to the child's education records. Stepparents without guardianship of a child do not have the authority to enroll or register a child in school.

"Parent" does not include the state or any political subdivision of government.

For purposes of these administrative procedures and the corresponding Board policy, "surveillance cameras" means photographic equipment which makes video recordings of the environment, people, and events in proximity to the equipment and stores the recorded information in a digital format.

Procedures for Implementation

I. Use of Surveillance Cameras in Common Areas

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- A. Surveillance cameras will be utilized in common areas of the School such as hallways, cafeterias, and playgrounds upon authorization of School administrators.
- B. Surveillance cameras will not be placed in areas where there is a reasonable expectation of privacy, such as bathrooms and locker rooms.
- C. The custodian of video recordings from common areas is the individual or company designated by the School, and access to these recordings is limited to authorized personnel only.
- D. Video recordings from common areas will not be actively monitored at all times but will be available for review by authorized personnel in case of incidents and for the enforcement of Board policy, School administrative procedures, and School rules.
- E. Video recordings in common areas will be retained for up to five (5) days unless a specific request or situation necessitates longer retention.
- F. During School-sponsored events, the School may be photographing and/or video recording and attendees' images may be incidentally captured.
- G. The School reserves the right to use recordings from common areas cameras to investigate allegations of student or staff misconduct or in connection with other incidents or issues. The recordings may also be used as part of the School's enforcement of Board policy, administrative procedures, and School rules, and, where appropriate, disciplinary proceedings. This use is crucial for maintaining the safety, security, and proper conduct within the School environment.

II. Use of Surveillance Cameras in Classrooms

- A. Surveillance cameras in classrooms will record continuously for safety and security purposes; however, live monitoring of the footage will only occur during emergencies or when specifically authorized by School administrators for safety reasons.
- B. Access to classroom recordings will be strictly regulated. Authorization from School administrators is required to view such recordings.
- C. Classroom recordings will be treated with a high degree of confidentiality and will be secured to prevent unauthorized access in accordance with all applicable laws and regulations.
- D. As with common areas, classroom recordings will be created in digital form and kept secure. They will be retained for a standard period of up to five (5) days, after which they will be securely deleted unless a specific request or situation necessitates longer retention.
- E. The School reserves the right to use recordings from classroom cameras exclusively for reasons directly related to the safety and security of students and staff (as well as other individuals within the School community, when applicable). Recordings may be utilized in accordance with Board policy, administrative procedures, and School rules, and only within the confines of applicable law. Such use will be considered necessary and appropriate only when it pertains directly to the safety and security of students and staff (as well as other individuals within the School community, when applicable).

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III. Requests to View or Obtain a Copy of Video Recordings

- A. Any request to view or obtain a copy of a video recording must be made in writing to the School's Lead Director. The request must contain an explanation as to why the requestor wants to view or obtain a copy of the video recording. With respect to such requests:
1. Requests will be reviewed and decided upon by the Lead Director in accordance with Board Policy, School administrative procedures and rules, and applicable state and federal laws, including but not limited to FERPA, the Government Records Access and Management Act ("GRAMA"), and/or Utah student data privacy laws.
 2. Requests to *obtain a copy* of a video recording will generally be denied unless the School is required to provide a copy of the recording to the requestor pursuant to law or pursuant to a court order or subpoena.
 3. Requests to *view* a video recording are evaluated under strict guidelines and are also often denied, as video recordings will often identify one or more students of the School. However, such requests will be considered on a case-by-case basis and will take into account such factors as:
 - i. The relationship of the requestor to the School and/or to individuals depicted in the recording;
 - ii. Whether one or more students of the School are identified in the recording and whether the recording is an education record of one or more students;
 - iii. Privacy interests of School students and personnel depicted in the recording; and
 - iv. Whether criminal activity or conduct threatening the health or safety of a student or other individuals is depicted in the recording.
 4. If a video recording is the education record of multiple students, the School may choose to inform the parents of such students of the content of the video recording rather than permitting all such parents to view the video recording.
 5. If a request to view a video recording is granted, the viewing must occur at the School under the supervision of the Lead Director or the Lead Director's designee. Parents of students at the School who are granted permission to view a video recording must sign the School's Video Surveillance Viewing Agreement prior to viewing the recording.
 6. Requests to obtain a copy of or view a video recording that are made directly to School personnel other than the Lead Director will be forwarded to the Lead Director for review and decision.

IV. Notification that Surveillance Cameras are in Use

- A. Appropriate signage will be posted at entrances to the School and/or at major entrances into School buildings notifying students, staff, and the general public of the School's use of surveillance cameras.

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- B. Students, parents, and staff will receive additional notification, as appropriate, regarding the use of surveillance cameras in the Schools and/or on School grounds.
 - 1. Such notification does not preclude, as deemed appropriate by School administration, the discussion of the use of surveillance cameras with staff and students to heighten awareness.

V. Prohibited Uses

- A. Any unauthorized viewing or release of surveillance camera records by any School personnel may result in disciplinary action, up to and including termination.
- B. If an employee inappropriately monitors the surveillance cameras or uses recordings for an unauthorized or inappropriate purpose, the employee's access shall be revoked.
- C. Surveillance cameras may not be used to harass, stalk, intimidate, or inappropriately monitor any individual.
 - 1. Complaints related to inappropriate usage of the surveillance cameras or surveillance camera recordings should be directed to School administration.
 - 2. If an individual feels that he or she is being bullied, cyber-bullied, harassed, or discriminated against, they should contact the School's administration.

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