

Gathering Waters Board Meeting Notes  
June 11, 2022 9 a.m.-11 a.m. 98 South Lincoln Street

**The mission of Gathering Waters Chartered Public School is to offer students in the Monadnock region an education that enables them to discover their interests and capabilities; explore the surrounding world; and cultivate a lifelong love of learning, a sense of community responsibility and understanding of environmental sustainability. We carry out this mission by providing a rich and engaging curriculum that integrates the arts, meaningful practical work, outdoor education and service to the larger community.**

**Our vision is an inclusive school culture of compassion and respect where deep interest in others goes hand in hand with individual growth. The educational environment enables students to develop self-confidence, self-knowledge, intellectual flexibility, and the capacity for creative problem solving that supports ethical action in their local and global communities.**

**Core Principles of Public Waldorf Education**

**1. Image of the Human Being:**

**Public Waldorf education is founded on a coherent image of the developing human Being.**

Each human being is a unique individual who brings specific gifts, creative potential, and intentions to this life. Public Waldorf education addresses multiple aspects of the developing child including the physical, emotional, intellectual, social, cultural, moral, and spiritual. Through this, each child is helped to integrate into a maturing whole, able to determine a unique path through life.

Rudolf Steiner's educational insights are seen as a primary, but not exclusive, source of guidance for an understanding of the image of the human being.

**2. Child Development:**

**An understanding of child development guides all aspects of the educational program, to the greatest extent possible within established legal mandates.**

Human development proceeds in approximate 7-year phases. Each phase has characteristic physical, emotional, and cognitive dimensions and a primary learning orientation.

The Public Waldorf educational program, including the curriculum, teaching methodologies, and assessment methods, work with this understanding of human development to address the needs of the individual and the class in order to support comprehensive learning and healthy, balanced development. Our developmental perspective informs how state and federal mandates, including curriculum sequence, standardized testing, and college and career readiness, are met.

**3. Social Change Through Education**

Public Waldorf education exists to serve both the individual and society.

Public Waldorf education seeks to offer the most supportive conditions possible for the development of each student's unique capacities and for engendering the following qualities to work towards positive social change:

A harmonious relationship between thinking, feeling, and willing;  
Self-awareness and social competence;  
Developmentally appropriate, academically informed, independent thinking;  
The initiative and confidence necessary to transform intentions into realities; and

An interest in the world, with active respect and a feeling of responsibility for oneself, one's community, and the environment.

Such individuals will be able to participate meaningfully in society.

#### **4. Human Relationships:**

Public Waldorf Schools foster a culture of healthy relationships.

Enduring relationships — and the time needed to develop them — are central to Public Waldorf education. The teacher works with each student and class as a whole to support relationship-based learning.

Healthy working relationships with parents, colleagues, and all stakeholders are essential to the well being of the student, class, and school community. Everyone benefits from a community life that includes festivals, events, adult education, study, and volunteer activities.

Public Waldorf education encourages collaboration in schools, within the Alliance for Public Waldorf Education, among all schools working out of a developmental approach, in conjunction with the broader field of education.

#### **5. Access and Diversity:**

Public Waldorf Schools work to increase diversity and access to all sectors of society.

Public Waldorf schools respond to unique demands and cultures in a wide range of locations in order to provide maximum access to a diverse range of students. Schools work towards ensuring that students do not experience discrimination in admission, retention, or participation.

Public Waldorf schools and teachers have the responsibility to creatively address the developmental needs of the students with the most inclusive possible approaches for all learners.

The Public Waldorf program and curriculum is developed by the school to reflect its student population.

#### **6. Collaborative Leadership:**

School leadership is conducted through shared responsibilities within established legal Structures.

Faculty, staff, administration and boards of a Public Waldorf school collaborate to guide and lead the school with input from stakeholder groups. To the greatest extent possible, decisions related to the educational program are the responsibility of those faculty and staff with knowledge and experience of Rudolf Steiner's educational insights.

Governance and internal administration are implemented in a manner that cultivates active collaboration, supportive relationships, effective leadership, consequential action, and accountability. A Public Waldorf school is committed to studying and deepening its understanding of best practices of governance appropriate to its stage of organizational development.

#### **7. Schools as Learning Communities:**

Public Waldorf schools cultivate a love of lifelong learning and self-knowledge.

Public Waldorf education emphasizes continuous engagement in learning and self-reflective practices that support ongoing improvement. At the individual and classroom level, teachers reflect regularly on their observations of the students and of the educational process. Essential aspects of school-wide work and professional development include self-reflection, peer review, faculty and individual study, artistic activity, and research.

Rudolf Steiner is a primary, but not exclusive, source of guidance for developing an active inner, meditative life and an understanding of the dynamics within society.

Public Waldorf schools encourage all community members to engage in active and ongoing ways to enhance their capacities as human beings through self reflection and conscious social engagement.

**In Attendance:** Gabrielle Schuerman, Dan Kurz, Anny Hamshaw, Janet Gordon, Alisa Andrews, Jonny Norris, Katie Osawald, Jesse Morin, Elizabeth Hamshaw, Anny Hamshaw,

Non Voting Members: Luke Goodwin

Other Attendees: Justin Somma

**I. Welcome**

**II. Approval of May 14 Meeting Notes** Motion to approve: Katie / Second: Janet / Vote: Unanimous

**III. Vote New Members In and Welcome to Mark Stehlik and Roberta Heinonen** - Motion to approve: Gabrielle / Second: Jonny / Vote: Unanimous

**IV. Principal Report -Luke**

- A. HR Updates - Exit interviews, new hires, including new Business Manager, new Market and Communications Manager
- B. Enrollment Update - Continued interest from new families, school tours still being given.
- C. Security Update - Lockdown drills have been completed, one more still scheduled for upper school. Next year will include participation by Keene police.
- D. Student Handbook Changes and addendum to Attendance Policy - Proposed changes to Academic Support and Probation, and Attendance Policy. To include in handbook a requirements for completion of missed work, tutoring at the expense of the parent, summer-school courses, or request for withdrawal from Gathering Waters School.

Language showing "Lead Administrator" will be changed to "Principal"

Question raised regarding how enrollment/lottery would be affected if a student has to repeat a grade

Vote to approve these revisions to the All-School Handbook: Motion to approve: Elizabeth / Second: Johnny / Vote: Unanimous

**V. Budget and Facilities-Justin**

**A. Budget**

Reduced accounting budget by approx. \$20k in accounting services with hope that Dallas Welch will be able to take over this role. Will keep this amount in the budget for now, so the higher amount can be approved with current budget.

Added a Reserve Account to offset any surplus to keep budget at a Net 0 for best practice for non-profit organizations. Current proposed budget includes an \$11,668.14 surplus reserve.

Vote to approve revised budget: Motion to approve: Jonny / Second: Janet / Vote: Unanimous

Jesse asked to consider increasing the budget for Festivals, as they are important community events. Luke suggested keeping the line item the same for now, and go through committees to formally request increases to budget. Variances can then be done to budget, and possibly pulled from grant money.

- B. Lawn Agreement - Upper school usage of exterior space. Back and forth negotiations with landlord to allow uninterrupted use. Added to lease to use space and replant grass after end of use. Total additional rent will be 2k month, less 30% lease aid. Will be added to lease, and proposed to Board for approval once complete.
- C. Bldg Changes at South Lincoln (in budget) - Increased "Contracted Repairs and Maintenance" line by \$7000 to turn main office into special ed office. Move main office into renovated space across office, moving laundry room. Converting art room to house wood working studio. Art room to become faculty office.

Funding next year to include a campaign to cover roof work at 98 S. Lincoln

- D. Vote to empower Finance Committee to approve any variances over 5000 that occur over the summer Motion to approve: Gabrielle / Second: Dan / Vote: Unanimous
- E. Signature Resolution for Dallas Welch - Vote postponed until Justin can meet with her. There is a chance that Dallas may take on a role of accounting, in which case she would not be a signer on the account.
- F. Summer Program - Currently at break even (~ +\$250), factoring in enrollment, teacher pay, supplies, etc. Even though expenses and supplies will be kept separate, any revenue will be added to the budget under a new line item. If future years return a loss, there is money in the budget from annual giving that can be used to offset these losses.

Vote for moving forward with summer program, understanding that it will not be a revenue source in the first year: Motion to approve Gabrielle / Second: Elizabeth / Vote: Unanimous

## **VI. Strategic Planning Draft Plan Vision Statement and Goals-Luke**

**Facilities committee to be formed in the future**  
**Entire plan to be sent to DEIJ for review**

## **VII. Governance Update –**

- A. Luke Evaluation-Elizabeth - Feedback is being collated in a way to keep confidentiality. Will be presented at Sept. board meeting.  
Janet has been holding exit interviews with families leaving the school to gather info.
- B. Board Eval- plan for October Meeting in person Retreat - Create an interactive experience to evaluate how we are working together as a Board, and our goals moving forward. Anny suggested sending out a survey in advance of the meeting to allow folks to give feedback in a written format.

## **VIII. Other Committee Business not already addressed?**

Reminder that all committees should be taking notes and placing them in the respective drive folders.

## **IX. Public Comment Period**

## **X. NON PUBLIC SESSION**

**Non Public Meeting Based on RSA 91-A:3;II(a)**

2. The dismissal, promotion or compensation of any public employee or the disciplining of such employee, or the investigation of any charges against the employee, unless the employee affected (1) has a right to a meeting and (2) requests that the meeting be open, in which case the request shall be granted. Notice that this section does not create a right to a meeting for an employee. The right to a meeting must arise from some other source, such as a collective bargaining agreement, a personnel policy, or a state statute.

**Motion to move to a non-public session - Motion to approve: Gabriell / Second: Elizabeth / Vote: Unanimous**

**Motion to seal non-public session notes - Motion to approve: Gabrielle / Second: Jonny / Vote: Unanimous**

**Closing Verse**

**You have been joined by fate together  
To unfold the powers  
Which are to serve a good creative work.  
Wisdom itself will teach you as you walk on the soul's path  
That greatest things can be achieved  
When souls who give to each other spirit certainty  
Unite and work towards the healing of the world in faithfulness.**

**- Rudolf Steiner (From Benedictus, a character in the Mystery Dramas or also called the Portal of Initiation-thank you to Janet for bringing this)**

**Next Meeting: Saturday July 30th, 2022 (We may do this via ZOOM and timing will depend on timeline for moving forward with facility for 2023-2024.**

**NO AUGUST MEETING**

School Principal May BOT Report

June 11, 2022

- Hiring:

In hiring, this month is a focus on our administrative positions. I am excited to announce that we have hired for two of the three open administrative positions. These new hires will be announced in our end of school messaging.

- Business Manager: We are thrilled to welcome Dallas Welch to our Business Manager position. Dallas joins us from the Woodstock, VT public school district where she focused on fiscal management of state and federal grant programs. She has extensive accounting experience and will be a perfect fit for our required budgeting and financial management needs. Dallas has experience managing independent school business operations including human resource management.
- Marketing & Communications Manager: I am so happy that Kelly Barker will continue with Gathering Waters, now also filling the 50% Mark/Comm Manager role. Kelly has strong marketing and advertising background as a freelance web designer, and has completed the UX/UI Design Bootcamp Bloc/thinkful. Kelly will also continue with her work as a Lower Grades Assistant Teacher, filling her work at GW in this hybrid position.
- Upper School Office Manager: We will announce this opening to the school community next week in our end of the school year messaging. We will then post for this position and aim to hire for an August 1 start date.

- Reenrollment & New Enrollment 2022-2023:

- We are currently projecting enrollment of 268 students for next school year. Our projected under enrolled classes for next year are the rising grade 7 (23) and grade 10 (20). We are planning for additional new enrollment opportunities in these classes over the summer months, and have engaged in specific marketing/advertising that leads with these two grade levels. We held a successful in-person High School Open House for May 24th, which will focus on HS curriculum and target middle through high school families. Both currently enrolled middle school and prospective families and students attended this event.

- All-School Handbook Revisions:

Please see the document All-School Handbook Revisions 6/11/22 and Gathering Waters Attendance Policy Proposal. These documents highlight two additions to school policy in regards to students that are not meeting minimum academic standards and/or attendance requirements (and that do not have documented IEPs). We need to update the potential withdrawal steps specified in our All-School Handbook for the instances when a student is not meeting basic academic standards or attendance requirements to progress to the next grade. Because we offer a developmental curriculum based on student age and developmental phase there is the possibility that repeating or “being

held back/retained” in a grade for a second year is not appropriate for Gathering Waters School. We need to document the steps that a student may be required to take in order to meet their grade’s academic standards before being asked to withdraw (because repeating a grade to “try again” is not an appropriate requirement given our developmental curriculum). Thus we have updated both the Academic Assistance & Probation section and the Student Withdrawal section (of both the All-School Handbook and the School Attendance Policy).

- End-of-year Preparations:

The GW faculty and staff have fully entered the end-of-year preparation phase of the school year cycle. There have been successful plays, the 5th Grade Olympics, backpacking trips and geological study, and very soon our closing Rose Ceremony and 8th Grade Celebration. It has been so nice to share stories of these closing experiences and to continue with our community building efforts.

The week after school ends the faculty and staff will have their closing Work Week. This week will consist of pedagogical review conversations from our first year as well as planning for next. We are so fortunate to have a robust professional development budget, supported by our federal grant and Title funding. Many faculty members are joining summer renewal courses (we have *seven* faculty joining the Center for Anthroposophy Kairos Institute training on “Emergency Pedagogy and Vocational Training in Artistic Therapies to Alleviate Suffering.”) It will be an exciting time to have so many Gathering Waters Faculty in Wilton this summer with Karen Atkinson and colleagues from around the Waldorf world.

Our faculty will then be on their summer break, planning and “renewing” for next school year. The admin staff will be here at school throughout the summer, mainly at the Lower School Campus. We will be supporting the relocation transitions of new faculty members, facilitating building renovations, overseeing the GW Summer Program, and planning for next school year.



Luke and Eliza have had 2 calls with Vicki Larson, of ALMA Partners, to discuss and plan a professional development series for the 2022-2023 school year focusing on Diversity, Equity and Inclusion.

a) [Alma Partners Overview March 2022](#)

**Core trainings:**

- Creating Relationships that Transform Culture
- Building Antiracist Community (*includes a focus on anti-bias education*)
- DEIJ Key Concepts: Building a Shared Framework
- DEIJ and Waldorf Education
- Racial Identity Development, part 1: Understanding Ourselves
- Racial Identity Development, part 2: Understanding Our Students
- Beyond Race: Speaking Broadly about Diversity
- Anti-Bias Education and Diversifying/Decolonizing Curriculum (Diversity Responsive Pedagogy and Curriculum)

b) Cost for a combination of in person and online trainings (above) over the course of the year will be between \$10-\$14k

c) Alternative: Cost for their 8 module online course: \$15k  
[Fulfilling Our Promise \\_ Alma Partners Online Course-4](#)

**Our discussions led the committee and Vicki to determine that a facilitated series of workshops/trainings (a/b) is preferred, rather than the online course (c), due to teacher bandwidth for completing modules outside of school hours in this second year of operations.**

Other opportunities with ALMA Partners for possible future work:  
 Creating Bias Incident Reports  
 DEIJA Audit  
 Policy Development

2) Board response to HB2 “Divisive Concepts” legislation:  
 Written response is complete and ready for review by the Board.  
[DRAFT: GW Board Statement on HB2](#)

Once approved, it will be shared with faculty/staff.  
 Faculty and Staff will take some time to process and plan how they relate to the law;

**the intention of this memo is to defuse confusion and worry about how history, culture, and ethics can be taught/discussed at GW.**

Copy of 22\_23 Budget Draft

	Account	21/22	22/23	Notes
INCOME				TAN BACKGROUND =

				FIELD IS FORMULA
401	Development	\$ 180,000.00	\$ 80,000.00	
402	Fundraising Events	\$ 5,000.00	\$ 10,000.00	double prior year because Craft Fair overachieved and with focus on \$\$ we can grow to this
402.1	Fundraising Expense	\$ (2,000.00)	\$ (3,500.00)	additional spend from 21/22 to account for investment in additional fundraising income
403	Interest Income	\$ -	\$ -	
404	School Store/Apparel	\$ 7,000.00	\$ 8,000.00	I think that apparel in an undertapped goldmine
405	Aftercare	\$ 55,000.00	\$ 50,000.00	lower than last year but in line with actuals
409	Field Trips	\$ -	\$ 10,000.00	21/22 trips expense budget was less than actual, adding income line as offset
410	Sports	\$ -	\$ -	not budgeted but we can pursue fees for sports
411	Music	\$ -	\$ -	not budgeted but we can pursue fees for music
412	Materials Fee	\$ 42,480.00	\$ 54,067.50	increase in materials fees
414	Special Ed Reimbursements	\$ 83,576.00	\$ 237,015.66	dramatic increase to account for much higher billing hrs and billing rates than 21/22
415	Other Non-Govt Income	\$ 430,000.00	\$ -	
452	Title Funds	\$ 73,622.41	\$ 73,622.41	
453	State Equitable Aid (Tuition)	\$ 1,731,989.84	\$ 1,959,496.98	see income modeling tab
454	Grants	\$ 946,500.00	\$ 338,036.00	projection from federal grant.
455	State Lease Aid	\$ 38,718.59	\$ 42,000.00	assumes we lease the exterior space at 31 Washington St
456	Other State Aid	\$ -	\$ -	
TOTAL		\$ 3,591,886.84	\$ 2,858,738.55	

EXPENSE				
1100	Instructional Services			
1100110	Faculty Salaries	\$ 978,921.00	\$ 986,579.00	
1100200	Faculty Benefits	\$ 112,575.92	\$ 107,675.54	
1100221	Faculty Payroll Tax	\$ 74,887.46	\$ 75,473.29	
1100260	Faculty Worker's Compensation	\$ 3,247.71	\$ 3,946.32	
1100321	Contract Teachers		\$ 10,000.00	21/22 ended up having a need for non-payroll teachers, this is the estimate for 22/23
1100430	Copier Contract	\$ 6,000.00	\$ 7,500.00	raised from 21/22 to reflect actual cost
1100610	Kindergarten Supplies	\$ 16,000.00	\$ 2,000.00	artificially low because grant supplies from 21/22 will be usable
1100611	Lower Loop Supplies (Grades 1-5)	\$ 64,833.33	\$ 4,000.00	artificially low because grant supplies from 21/22 will be usable
1100612	Upper Loop Supplies (Grades 6-8)	\$ 38,833.33	\$ 4,000.00	artificially low because grant supplies from 21/22 will be usable
1100613	High School Supplies (Grades 9-12)	\$ 30,833.33	\$ 30,000.00	artificially low because grant supplies from 21/22 will be usable, +30K for materials for 10th grade
1100614	World Language Supplies	\$ 1,700.00	\$ 750.00	artificially low because grant supplies from 21/22 will be usable
1100615	Art/Shop Supplies	\$ 15,000.00	\$ 2,000.00	artificially low because grant supplies from 21/22 will be usable
1100616	Physical Education Supplies	\$ 27,000.00	\$ 1,200.00	artificially low because grant supplies from 21/22 will be usable
1100617	Eurythmy and Dancing Supplies	\$ 31,000.00	\$ 1,200.00	artificially low because grant supplies from 21/22 will be usable
1100618	Music Supplies	\$ 12,000.00	\$ 1,200.00	artificially low because grant supplies from 21/22 will be usable

1100619	Aftercare and Support Supplies	\$ 4,000.00	\$ 4,000.00	
1100621	Festivals & Events	\$ 1,000.00	\$ 2,000.00	
1100622	School Store Expense	\$ 3,500.00	\$ 4,000.00	offset for projected income
1100640	Text. Workbooks	\$ 22,000.00	\$ 5,000.00	grant
1100730	Furniture & Equipment	\$ 168,000.00	\$ 20,000.00	grant
1100731	Classroom Computers	\$ 52,500.00	\$ 17,500.00	grant
1100811	Professional Development	\$ 19,000.00	\$ 17,400.00	grant
Subtotal		\$ 1,682,832.08	\$ 1,307,424.14	
1210	Special Education			
1210110	Special Ed Faculty Salaries	\$ 104,812.00	\$ 338,593.80	much higher than 21/22 b/c reclassifying more teachers into sped
1210210	Special Ed Benefits	\$ 12,053.38	\$ 16,085.63	much higher than 21/22 b/c reclassifying more teachers into sped
1210220	Special Ed Payroll Tax	\$ 8,018.12	\$ 25,902.43	much higher than 21/22 b/c reclassifying more teachers into sped
1210260	Special Ed Worker's Compensation	\$ 419.25	\$ 1,354.38	much higher than 21/22 b/c reclassifying more teachers into sped
1210610	Special Ed Supplies	\$ 1,000.00	\$ 1,000.00	
Subtotal		\$ 126,302.75	\$ 382,936.23	
1400	Other Instructional Programs			
1400330	Assemblies	\$ -	\$ -	
1400610	General Supplies	\$ 3,000.00	\$ 1,500.00	
1400630	Food	\$ -	\$ -	
Subtotal		\$ 3,000.00	\$ 1,500.00	
2100	Student Support Services			
2120110	Guidance Counselor Salaries	\$ 22,750.00	\$ 27,350.00	
2120210	GC Benefits	\$ 2,616.25	\$ 3,145.25	
2120220	GC Payroll Tax	\$ 1,740.38	\$ 2,092.28	
2120260	GC Workers Compensation	\$ 72.61	\$ 109.40	
2100370	Testing	\$ -	\$ 4,000.00	not in 21/22 budget - assessments for students
2100371	Student Information	\$ 8,500.00	\$ 8,000.00	

	System			
2120610	GC Supplies	\$ 400.00	\$ 500.00	
2100800	Financial Aid	\$ -	\$ -	
Subtotal		\$ 36,079.24	\$ 45,196.93	
2130	Health Services			
2134610	Supplies, Health	\$ 1,000.00	\$ 1,000.00	21/22 assumes need for covid PPE
2222	Library & Media Services			
2222641	Books & Print Media	\$ -	\$ -	
2225	Computer Coordinator			
2225330	IT & Computer Services	\$ 5,600.00	\$ 6,000.00	
2225610	Computer Supplies	\$ 7,000.00	\$ 2,000.00	reduced from 21/22, no startup eqpt needed
2225731	New Computers	\$ 20,000.00	\$ 1,500.00	reduced from 21/22, no startup eqpt needed
Subtotal		\$ 32,600.00	\$ 9,500.00	
2400	School Administration			
2410110	Administrative Salary	\$ 306,000.00	\$ 287,850.00	
2410210	Administrative Benefits	\$ 35,190.00	\$ 33,102.75	
2410220	Administrative Payroll Taxes	\$ 23,409.00	\$ 22,020.53	
2410260	Administrative Worker's Compensation	\$ 976.65	\$ 1,151.40	
2410330	Contracted Legal Services	\$ 20,000.00	\$ 4,000.00	
2410331	Contracted Auditing	\$ -	\$ 8,000.00	first year of audit
2410390	Contracted Bookkeeping	\$ 26,650.00	\$ 26,650.00	Contracted Accounting Services
2410391	Contracted Payroll Services	\$ 3,000.00	\$ 4,000.00	reflects 21/22 actual
2410392	Website Administration	\$ 1,000.00	\$ -	
2410532	Postage	\$ 1,000.00	\$ 1,000.00	
2410540	Advertising & Marketing	\$ 8,000.00	\$ 8,000.00	
2410541	Hiring Expense		\$ 5,000.00	new account - interview expenses, background checks, travel

	Development Campaign			
2410545	Expenses	\$ 1,000.00	\$ 1,000.00	
2410550	Printing	\$ 1,000.00	\$ -	
2410580	Travel	\$ 3,500.00	\$ -	eliminated (see hiring expense)
2410610	Office Supplies	\$ 7,000.00	\$ 5,000.00	
2410730	Office Equipment	\$ 11,500.00	\$ -	no equipment purchase expected 22/23
2410733	New Furniture & Fixtures	\$ 12,000.00	\$ 1,000.00	reduced 12x from 21/22 for limited furniture/fixture buy
2410810	Dues & Fees	\$ 3,000.00	\$ 3,000.00	
Subtotal		\$ 464,225.65	\$ 410,774.68	
2600	Operation & Facility Maintenance			
2610110	Maintenance Staff Salary	\$ 40,000.00	\$ 40,000.00	
2610210	Maintenance Staff Benefits	\$ 4,600.00	\$ 4,600.00	
2610220	Maintenance Staff Payroll Taxes	\$ 3,060.00	\$ 3,060.00	
2610260	Maintenance Worker's Compensation	\$ 95.75	\$ 160.00	
2620411	Water & Sewer	\$ 4,000.00	\$ 7,000.00	raised from 21/22 to reflect actuals
2620420	Cleaning Services	\$ 36,000.00	\$ 40,000.00	raised from 21/22 - will need to re-source vendor, or do W2 hire
2620421	Dumpster	\$ 4,000.00	\$ 4,000.00	
2620422	Contracted Snow Removal	\$ 6,000.00	\$ 4,000.00	
2620430	Contracted Repairs & Maintenance	\$ 5,000.00	\$ 17,500.00	increased from 21/22 to reflect need
2620441	Rent	\$ 184,208.00	\$ 164,000.00	this will vary wildly depending on how RE transactions play out
2620520	Business Insurances	\$ 19,000.00	\$ 26,000.00	raised from 21/22 to reflect actuals, no quote yet
2620531	Telephone	\$ 6,500.00	\$ 2,500.00	reduced from 21/22, reflects monthly fee only
2620532	Internet	\$ 3,500.00	\$ 2,000.00	reduced from 21/22, reflects monthly fee only
2620610	Supplies - Building & Grounds	\$ 10,000.00	\$ 10,000.00	

2620622	Electricity	\$ 25,000.00	\$ 22,000.00	
2620624	Heating Fuel	\$ 20,000.00	\$ 18,000.00	
Subtotal		\$ 370,963.75	\$ 364,820.00	
2700	Student Transportation			
2700510	Field Trips	\$ 6,000.00	\$ 25,000.00	was 6K in 21/22, 25K is closer to actual
2700732	Vans	\$ -	\$ 158,900.00	
Subtotal		\$ 6,000.00	\$ 183,900.00	
4100	Facilities Acquisition			
4100450	Construction Services	\$ 97,000.00	\$ 43,000.00	Possible Lead Remediation
4100451	Professional Services			
Subtotal		\$ 97,000.00	\$ 43,000.00	
5100	Debt Service			Debt service is modified to actual expense for cash budgeting purposes on actuals, interest only counts toward P&L, principal hits balance sheet
5110830	Loans	\$ 139,512.00	\$ 66,083.40	
5110831	Mortgage		\$ 30,935.04	see rent expense line
Subtotal			\$ 97,018.44	
6000	Depreciation			
6000	Depreciation	\$ -	\$ -	(Schedule needed from Auditor)
	Total Income	\$ 3,591,886.84	\$ 2,858,738.55	
	Total Expenses	\$ 2,959,515.46	\$ 2,847,070.41	
	Net	\$ 632,371.38	\$ 11,668.14	
	Possible Reserve Account (Internal)		\$ (11,668.14)	To be realized when Surplus is valid at end of FY23
	Net		\$ (0.00)	