

At Heritage Christian School, located in North Liberty, Iowa, we exist to serve Christ by partnering with parents to provide biblically faithful, academically excellent education. Our vision is to be a leader in developing passionate lifelong learners committed to Christ.

Heritage Christian School Board Meeting Minutes – Open
February 24th, 2022 Meeting

The meeting started at 6:30 pm. Steve Liu offered a devotion. All opened in prayer.

Attendance:

Board Members: Chad Hanneman, Steve Liu, Richard Barclift, Kari Miller, Natasha Miller, Ray Small, Tim Insko HOS: Scott Montgomery

Absent: Unyime Ituk

Teachers/Staff: Kristin Smith, Joy Bartholomew, Sarah Franje

Minutes of the 1/27/2022 open session were reviewed.

Motion was made by Kari Miller to approve the 1/27/2022 meeting open minutes as submitted.

Seconded by Rich Barclift

Ray Small abstains

No further discussion

Vote 6-0 to approve

Minutes of the 1/27/2022 executive session were reviewed. Financial documents need to be attached.

Motion was made by Kari Miller to approve the 1/27/2022 meeting executive minutes as submitted.

Seconded by Rich Barclift

Ray Small abstains

No further discussion

Vote 6-0 to approve

Scott Montgomery gave the Head of School Report (see attached)

Motion was made by Steve Liu to distribute \$136,490 from the Annual Fund as follows: \$11,490 to Professional Development and \$125,000 to Bridging the Gap.

Seconded by Kari Miller.

No further discussion

Vote 7-0 to approve

Tim Insko gave a financial report for January 2022 (see attached)

**Motion was made by Kari Miller to approve the January 2022 Financials
Seconded by Steve Liu
No further discussion
Vote 7-0 to approve**

A discussion was had regarding new foldable tables for the gymnasium. The current ones are getting old and stained.

Tim Insko gave a report on firms that could potentially lead a capital campaign for expansion. One of these is Dickerson and Bakker out of Texas. Some initial requests they would have before committing to a campaign would be building plans and a feasibility study. The feasibility study would come at a cost of around \$24K to \$25K. Volunteers for the campaign would need to be identified. Dickerson and Bakker typically like advice from donors to keep them involved, but not the final decision making.

A discussion was had regarding a lack of proper storage for the classes and the building as a whole. There is likely specific desires based on the classroom and the staff. Kari offered to look into the staff's specific desires for storage and options.

Ray reviewed fundraising (report is attached.)

Rich gave a facilities update (report is attached)

Minutes Respectfully Submitted,

Chad Hanneman

purchases next year, the pavilion has funding from previous years' funds, and the new chairs were a "nice to have."

- **Facilities**

- The flat roof about the office continues to be a challenge. We have had a team out to look at the roof and will need to have the flat roof membrane repaired in order to fully correct the leaking issue in the Finance Office.
- The office furnace has been replaced. We anticipated a cost of approx. \$5,000 the final invoice came in \$1,000 below the estimate.

- **Teacher Recruitment**

- We have had initial conversations with three potential teacher candidates (1st and 3rd).
- We have made an offer to one of those candidates and are checking references of others.
 - **UPDATE** - Emma Palmer has accepted one of the open 1st grade positions. She and her family will be moving from Florida this summer. She has a daughter who will enter 4th grade next year (they also have a preschool aged son)
 - **UPDATE** - we had a very positive interview with a candidate for the 3rd grade position. We have made an offer and are awaiting her answer.
 - Sara Snell is interested in returning as the PE teacher, her application is forthcoming in the next week or so.
- We received an application for the open ELA position and will likely interview for that position in the next week.

- **Spring Testing**

- New Students
 - We are beginning plans for Kindergarten Roundup to test incoming Kindergarten students. Currently planning for the week after Spring Break.
 - We have updated entrance testing for all grade levels and will begin testing newly admitted students after Spring Break.
- ISASP
 - Iowa's student assessments will be administered April 4-6 this year for all Heritage students in grades 3-8.
 - All students will take the math and ELA assessment.
 - Students in 5th **and** 8th grades will also be administered the Science assessment.

MEMORANDUM

To: Tim Insko, Steve Liu

From: Lisa Turnbough, Finance Director

Date: February 18, 2022

RE: Summary of Financial Reports as of January 31, 2022

The purpose of this memo is to summarize the financial statements of Heritage Christian School as of January 31, 2022. The following reports are in this set:

1. General School Income Statement with remarks
2. Balance Sheet
3. Monthly Finance Report
4. Statement of Cash Flows with remarks

GENERAL SCHOOL INCOME STATEMENT

Heritage expected a net profit of \$534,982 by the end of the period. However, the school realized a net profit of \$545,375 for a positive variance of \$10,393.

Year-to-date Revenues:

Total revenue budgeted for the period was \$1,402,285. Actual revenue earned was \$1,420,707. The \$18,422 variance in earned revenue is primarily attributable to the following:

- increase in enrollment
- increase in other fundraising

Year-to-date Expenses:

YTD expenses totaled \$875,332 over budget by approximately **(\$8029)**. The following expense lines are above budget and are projected to remain above budget:

- Fundraising
 - o Timing of when EFE revenue and expenses were budgeted vs. actual
- Occupancy
 - o Utilities – continue to see an increase in costs (37% over budget)
- Office Expenses
 - o IT/Technology – Managed services contract with Bergan is more expensive (38% over budget)
- Payroll
 - o Employee Benefits – overbudget by \$16.5K (30% over budget)
 - o Wages – Increase in support wages (budgeted for 2 teacher aides, but we have 3 aides)
 - o Substitute wages – increase in subs this year due to Covid (106% over budget)

BALANCE SHEET

Total assets as of January 31, 2022, are \$4,664,403 consisting of \$1,315,359 in current assets

and \$3,349,044 in fixed assets. Current liabilities are largely comprised of accrued wages, the amount of liability remaining at the end of the period for employee wages not yet paid. Long-term liabilities are the principal payments due on the mortgage.

CASH FLOW PROJECTION/MONTHLY FINANCE REPORT

At the end of January, the cash deficit for the general operating budget is approximately **(\$22,594)**¹. While we continue to be above budget in revenue, the increased expenses are preventing the school from rising above the deficit. With Educating for Eternity coming, the goal is to raise enough funds to bridge the gap. No family is currently past due on tuition. However, we did forgive tuition due for Audrey Eckrich, the student who withdrew in January. All remaining tuition is expected to be received.

¹Formula to determine surplus/deficit: total assets in the general fund (cash and receivables) – all remaining expenses for the year = how much money the school has left after everything is paid (surplus) or what the school will need to make up prior to the end of the fiscal year to break even (deficit).

	Restricted Donations	Restricted Spending	Remaining To Spend
2021-22 Restricted Donations			
Annual Fund - Prior Years	\$344,866.33	\$242,106.44	\$102,759.89
Annual Fund 2021	\$136,390.00	\$1,000.17	\$135,389.83
Art	\$2,491.42	\$0.00	\$2,491.42
Athletics	\$3,406.10	\$220.06	\$3,186.04
Benevolence Fund	\$7,201.95	\$396.25	\$6,805.70
Bridging the Gap	\$140,906.86	\$140,025.25	\$881.61
Classroom Expenses	\$117.38	\$0.00	\$117.38
Co-Curricular Fund	\$913.37	\$0.00	\$913.37
Creation Museum	\$1,430.25	\$577.25	\$853.00
Exterior/Pavilion	\$45,000.00	\$0.00	\$45,000.00
IT/Technology	\$47,664.73	\$22,470.00	\$25,194.73
Jeans Day	\$5.07	\$0.00	\$5.07
Marketing	\$6,548.42	\$3,000.00	\$3,548.42
Office Updates	\$10,000.00	\$1,745.69	\$8,254.31
Painting	\$7,535.00	\$7,535.00	\$0.00
Playground	\$120,000.00	\$59,894.38	\$60,105.62
School Security	\$460.86	\$0.00	\$460.86
Spiritual Formation Support	\$15,000.00	\$0.00	\$15,000.00
STEM Starter	\$2,000.00	\$0.00	\$2,000.00
Teacher RPD - Graduate Classes	\$11,359.80	\$288.70	\$11,071.10
Teacher Professional Development	\$20,000.00	\$9,170.58	\$10,829.42
Transportation	\$10,000.00	\$0.00	\$10,000.00
Total Remaining to Spend	\$933,297.54	\$488,429.77	\$444,867.77

February 23, 2022 Chairperson: Raymond Small Heritage Christian School exists to serve Christ by partnering with parents to provide biblically faithful, academically excellent education.

Heritage Christian School Vision: To be a leader in developing passionate life-long learners committed to Christ.

Recent Activity:

UU

- Lisa Turbough, EFE Chair currently working on EFE 2022 Related EFE Report

- o As of 2/22/22 - 133 guests registered; max 200

Actual 30,000

EFE Budget Sponsorships Donations Silent Auction

Budget 50,000 20,000 10,000 80,000

(Actual Expenses) Program Software Decorations Food Marketing

Tech Silent Auction Hospitality Misc

2,000 1,000 8,500 1,750 100 750 750

150 15,000

Net

65,000

Schedule of Events

5:30 Appetizers, Silent Auction Opens and Student Performances (e.g. band trios/duets) 6:30 Welcome/Prayer

Introduction of Guest Emcee Featured Program

Student Video Presentation Band, Heritage Singers, Jubilate Performances (Video) Family & Student Testimonies

Message from Head of School

Vocal Performance - Julia K. 5th Grade Student 9:00 Closing Prayer

9:30 Close of Silent Auction Menu

Food catered by Peppercorn Food Company (got great reviews from Liberty Parents-had Taste testing Appetizers

Charcuterie Boards Entrée/Buffer

Mixed Green Salad, Homemade Bread USDA Prime New York Strip, Rosemary Grilled Chicken, Grilled Vegetable Lasagna
Caramelized Brussel Sprouts, Steamed Asparagus, Roasted Potatoes, Parmesan

Risotto Dessert

Chocolate cake with whipped cream and berries

New York Style Cheesecake with choice of 3 sauces On-Going Activity:

- Create Fundraising policy with guidelines/timelines/processes/procedures related to

fundraising goals:

- Continued planning/successful implementation of EFE

Needs:

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Prayer

February 2022 Facilities Chair update

- Scupper replacement **Has** been completed
- Flat roof above East office area continues to be problematic. Randy Wesseling construction was contacted to send his flat roof specialist to assess. The flat roof has a low spot in the NE corner that most likely has a hole in the membrane. The snow was cleared off this area of the roof but cannot be fixed at this time due to weather conditions.
- A to Z Plumbing and heating has replaced the office furnace.
- Playground crating will be removed whenever possible. Currently frozen to the ground. Dr. Veatch and myself will accomplish this.

