

# **Attachment V-A**

## **Superintendent Monitoring Reports**

**Executive Limitations: 3.3 Financial Conditions and Activity**

**Executive Limitations: 3.5 Emergency Superintendent Succession**



## **SUPERINTENDENT MONITORING REPORT**

**September 7, 2010**

### **Executive Limitations: 3.3 Financial Conditions (Balance Sheet) and Activity (Income Statement)**

#### **Policy 3.3 Summary**

The Superintendent shall neither cause nor allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in *District Goals* policies.

**Interpretation of policy elements 1, 2 and 4.** Policy elements 1, 2 and 4 address activities found in the District's income statement. These activities relate to changes in the District's net assets at year end as reflected on the District's balance sheet. Activities that would result in a net deficit position arising within the general fund at year-end, and after netting interfund borrowing and maintenance of required reserves, are prohibited and the Superintendent will not cause or allow the District or any school chartered by the District to:

1. *Expend more funds in any fund than have been received in the fiscal year to date unless the debt, reserve and liquidity guidelines identified in policy elements 2, 3, 4, and 11 below are met.*
2. *Indebt or obligate the District in an amount greater than can be repaid by certain, otherwise unencumbered revenues by the end of the fiscal year. For any fund, have inadequate reserves, use any reserve other than intended, or use any Board-designated reserves.*
  - a. *For the general fund, allow reserves to be less than 5 percent of its annual revenues.*
4. *Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within each fiscal year.*

**Interpretation of policy elements 3, 5, 6, 7 and 11.** Policy elements 3, 5, 6 and 11 address District assets and liabilities as reflected in its balance sheet and as related to the District's capacity to continue activities as a going concern. Actions that would change the District's position with regard to fixed real assets or other significant assets are prohibited and the Superintendent will not cause or allow the District or any school chartered by the District to:

3. *Incur a financially illiquid condition.*
5. *Receive, acquire, encumber, improve or dispose of real property. Maintenance and replacement of building components are permitted improvements.*
6. *Sell any significant portion of the District's assets.*
7. *Achieve compliance with Policy 3.3 by endangering the District's future capacity to achieve its Goals.*

11. Establish and retain less than prudent reserves for contingent obligations.

**Interpretation of policy elements 8 through 11.** Policy elements 8 through 11 address the timely conduct of financial and business transactions that affect the District's cash flows. The Superintendent shall accomplish these transactions so as to:

- 8. Settle payroll, accounts and debts in a timely manner.
- 9. Make timely and accurate tax and other government ordered payments.
- 10. Aggressively pursue receivables after a reasonable grace period.

**Report of Financial Activities.** As reflected in the unaudited June 30, 2010, Consolidated Financial Report, financial activities were accomplished so as to comply with policy. Accounting for end of year accruals through August 23, the ending General Fund balance as of that date was \$25,131,786. This balance equates to a 90 percent spending rate for FY2009-10, leaving a GAAP basis ending General Fund Balance of 10 percent as compared with a required policy reserve of 5 percent. Looking forward, barring reductions in state equalization funding, we anticipate ending FY2010-11 with a General Fund balance of \$23 million or 8.4 percent of General Fund revenues. This figure reflects a General Fund balance drawdown of \$5.1 million as part of FY2010-11 budget reductions approved by the Board of Education.

With regard to interfund lending, as of June 30, a balance of \$1,080,052 was on loan from Fund 10 (General Fund) to Fund 22 (Grants) pending receipt of reimbursements from federal grant sources. We anticipate that, during FY2010-11, requirements for advance equalization payments from the state and interfund borrowing will occur as follows:

Fund	Sep-10	Oct-10	Nov-10	Dec 20 2010	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
10 <sup>1</sup>	-	-	-	(11,229,431)	-	-	(3,924,049)	-	-	-	-
18	-	(251,363)	(75,635)	-	-	(171,240)	(9,825)	-	(99,502)	-	-
22	(4,915,981)	(5,954,366)	(4,299,413)	(6,425,098)	(4,321,531)	(6,839,765)	(6,717,738)	(6,882,774)	(6,554,114)	(7,932,388)	(8,430,436)
43	(423,839)	(400,401)	(387,027)	(1,517)	(252,732)	(20,236)	-	-	-	-	-
51	(300,142)	(914,017)	(442,715)	(910,544)	-	-	-	-	-	-	-
<b>Total</b>	<b>(5,639,963)</b>	<b>(7,520,147)</b>	<b>(5,204,790)</b>	<b>(18,566,590)</b>	<b>(4,574,263)</b>	<b>(7,031,241)</b>	<b>(10,651,611)</b>	<b>(6,882,774)</b>	<b>(6,653,616)</b>	<b>(7,932,388)</b>	<b>(8,430,436)</b>
Required Equalization Advance Payments				13,379,641			5,705,320				

During FY2010-11 the District will experience cash flow deficits in December and February. To cover these deficits the District has notified the state that it will require advance equalization payments. In the event that Amendment 61 passes during the November election, the District will not be able to draw such advances from the state in FY2011-12 and beyond. To prepare for this eventuality, and to forestall an illiquidity situation, the District is preparing alternatives for Board consideration that would reduce the District's cash requirements and increase its cash position.

<sup>1</sup> Fund Codes: 10=General Fund, 18=Risk Mgmt, 22=Grants, 43=Capital Reserve, 51=Food Service

Based upon the foregoing, the District ended Q4 of FY2009-10 in a liquid and sound financial condition. Moreover, I can report that its financial activities comported with the requirements of Policy 3.3, elements 1, 2 and 4. Barring unforeseen and profoundly adverse macroeconomic or public finance shocks, the District will remain in a sound and liquid financial condition throughout FY2010-11.

**Evidence of Compliance with Policy 3.3, elements 1, 2 and 4.** Detailed evidence of financial activity compliance can be found on pages 3 through 6 of the June 30, 2010, Consolidated Financial Report (see attachment).

**Statement of Financial Position.** During Q4, FY2009-10, the District undertook bonded borrowing as approved by the Board of Education to refinance outstanding bonded debt and reduce attendant debt service payments. This action enhanced the District's future capacity to achieve its goals by increasing capital available to acquire additional real property.

As addressed above, the District retained reserves required by Board Policy 3.3 and TABOR. Also as indicated on page 5 of the Consolidated Financial Report, Capital Reserve expenditures were 83 percent of expenditures appropriated in the Re-Adopted Budget for FY2009-10.

**Evidence of Compliance with Policy 3.3, elements 3, 5, 6 and 11.** Detailed evidence of the District's financial position with regard to assets, liabilities and capacity to continue operations as a going concern is presented on page 13 of the Consolidated Financial Report (attached). During FY2009-10, General Fund revenues less encumbrances exceeded expenditures by \$3.7 million.

With regard to liquidity, as illustrated on page 9, "Cash Flow Analysis," of the Consolidated Financial Report, District cash on hand exceeded cash requirements throughout the quarter ending June 30, 2010.

**Statement of Compliance with Policy 3.3, elements 8 through 10.** During this monitoring period, the District made tax withholding, retirement account, medical insurance and other payments in a timely manner. It also completed payroll and debt service payments in a timely manner. With regard to receivables, the District promptly sought reimbursement for Medicare, transportation, food service and federal grants, thereby minimizing the need for interfund borrowing.

**Evidence of timely accomplishment of financial and business transactions.** As of June 30, 2010, invoice aging reflected an outstanding payable balance of \$1,895,075.11. Of this amount, 92 percent was on invoices received in the past 30 days and less than 3 percent was on invoices with an age of 90 days or longer. The District makes payment on invoices in accordance with invoice payment terms and following receipt of invoiced goods and services. Where goods are purchased on a purchase order, payment is made following a match between the purchase order, receipt of an invoice and receipt of goods.

**AURORA PUBLIC SCHOOLS**  
**Consolidated Financial Report (1)**  
Comparing the last two fiscal years - As of June 30, 2010

	<b>FY2008-09</b>				<b>FY2009-10</b>				
	<b>For period ending June 30, 2009</b>				<b>For period ending June 30, 2010</b>				
	Budget	Actual	Percentage of budget	Spending rate	Budget	Actual	Percentage of budget	Spending rate	Expected year end balance
<b>General Fund</b>									
Beginning fund balance	\$ 21,031,827	\$ 21,031,827	100.0%		\$ 31,708,793	\$ 31,708,793	100.0%		
Revenue	241,356,078	240,270,287	99.6%		260,821,612	252,810,412	96.9%		
Expenditures	248,207,550	231,364,883	93.2%	93.2%	267,886,564	247,017,576	92.2%	92.2%	
Ending fund balance	\$ 14,180,355	\$ 29,937,231	211.1%		\$ 24,643,841	\$ 37,501,629	152.2%		\$ 24,643,841
<b>Aurora Academy Charter School (2 and 3)</b>									
Beginning fund balance	\$ 1,089,364	\$ 1,089,364	100.0%		\$ 919,133	\$ 919,133	100.0%		
Revenue	4,052,360	3,750,522	92.6%		4,002,986	4,391,656	109.7%		
Expenditures	4,375,592	3,321,057	75.9%	82.8%	4,953,082	3,992,003	80.6%	87.9%	
Ending fund balance	\$ 766,132	\$ 1,518,829	198.2%		\$ (30,963)	\$ 1,318,786	-4259.2%		\$ (30,963)
<b>New America Charter School (2 and 3)</b>									
Beginning fund balance	\$ 208,929	\$ 208,929	100.0%		\$ 218,078	\$ 218,078	100.0%		
Revenue	3,745,725	3,388,060	90.5%		3,726,759	3,947,980	105.9%		
Expenditures	3,765,678	3,094,411	82.2%	89.6%	4,538,477	3,188,200	70.2%	76.6%	
Ending fund balance	\$ 188,976	\$ 502,578	265.9%		\$ (593,640)	\$ 977,858	-164.7%		\$ (593,640)
<b>Lotus School for Excellence Charter School (2 and 3)</b>									
Beginning fund balance	\$ (21,120)	\$ (21,120)	100.0%		\$ 10,027	\$ 10,027	100.0%		
Revenue	2,412,496	2,776,557	115.1%		2,917,362	3,250,781	111.4%		
Expenditures	2,318,856	2,366,647	102.1%	111.3%	3,266,781	2,965,079	90.8%	99.0%	
Ending fund balance	\$ 72,520	\$ 388,790	536.1%		\$ (339,392)	\$ 295,729	N/A		\$ (339,392)
<b>Global Village Academy Charter School (2 and 3)</b>									
Beginning fund balance	\$ 12,663	\$ 12,663	100.0%		\$ 143,908	\$ 143,908	100.0%		
Revenue	3,614,459	3,052,133	84.4%		5,142,076	4,588,561	89.2%		
Expenditures	3,631,960	2,930,372	80.7%	88.0%	5,277,205	4,364,730	82.7%	90.2%	
Ending fund balance	\$ (4,838)	\$ 134,424	-2778.5%		\$ 8,779	\$ 367,739	4188.8%		\$ 8,779

**AURORA PUBLIC SCHOOLS**  
**Consolidated Financial Report (1)**  
Comparing the last two fiscal years - As of June 30, 2010

	FY2008-09 For period ending June 30, 2009				FY2009-10 For period ending June 30, 2010				
	Budget	Actual	Percentage of budget	Spending rate	Budget	Actual	Percentage of budget	Spending rate	Expected year end balance
<b><u>Vanguard Classical Charter School (2 and 3)</u></b>									
Beginning fund balance	\$ 85,619	\$ 85,619	100.0%		\$ -	\$ 85,619	N/A		
Revenue	3,220,751	3,126,391	97.1%		3,810,325	3,728,834	97.9%		
Expenditures	3,220,751	3,051,186	94.7%	103.3%	4,014,397	3,612,144	90.0%	98.2%	
Ending fund balance	\$ 85,619	\$ 160,824	187.8%		\$ (204,072)	\$ 202,309	-99.1%		\$ (204,072)
<b><u>AXL Charter School (2 and 3)</u></b>									
Beginning fund balance	\$ -	\$ -	N/A		\$ -	\$ -	N/A		
Revenue	1,891,048	1,697,202	89.7%		2,437,298	2,704,132	110.9%		
Expenditures	1,891,048	1,732,248	91.6%	99.9%	3,072,248	2,537,828	82.6%	90.1%	
Ending fund balance	\$ -	\$ (35,046)	N/A		\$ (634,950)	\$ 166,304	-26.2%		\$ (634,950)
<b><u>Athletic Fund</u></b>									
Beginning fund balance	\$ 64,286	\$ 64,286	100.0%		\$ 152,713	\$ 152,713	100.0%		
Revenue	503,600	533,624	106.0%		452,850	511,838	113.0%		
Expenditures	567,886	438,562	77.2%	77.2%	605,563	463,613	76.6%	76.6%	
Ending fund balance	\$ -	\$ 159,348	N/A		\$ -	\$ 200,938	N/A		\$ -
<b><u>Aurora Public Schools Education Foundation</u></b>									
Beginning fund balance	\$ -	\$ -	N/A		\$ -	\$ -	N/A		
Revenue	-	-	N/A		206,478	206,478	100.0%		
Expenditures	-	-	N/A	0.0%	206,478	194,945	94.4%	94.4%	
Ending fund balance	\$ -	\$ -	N/A		\$ -	\$ 11,533	N/A		\$ -
<b><u>Bond Redemption Fund</u></b>									
Beginning fund balance	\$ 37,921,217	\$ 37,921,217	100.0%		\$ 43,618,552	\$ 43,618,552	100.0%		
Revenue	28,022,997	27,129,170	96.8%		28,353,040	25,533,493	90.1%		
Expenditures	23,239,035	22,364,259	96.2%	96.2%	47,290,107	24,612,469	52.0%	52.0%	
Ending fund balance	\$ 42,705,179	\$ 42,686,128	100.0%		\$ 24,681,485	\$ 44,539,576	180.5%		\$ 24,681,485

**AURORA PUBLIC SCHOOLS**  
**Consolidated Financial Report (1)**  
Comparing the last two fiscal years - As of June 30, 2010

	<b>FY2008-09</b>				<b>FY2009-10</b>				
	<b>For period ending June 30, 2009</b>				<b>For period ending June 30, 2010</b>				
	Budget	Actual	Percentage of budget	Spending rate	Budget	Actual	Percentage of budget	Spending rate	Expected year end balance
<b><u>Building Fund</u></b>									
Beginning fund balance	\$ 10,802,989	\$ 10,802,989	100.0%		\$ 122,601,684	\$ 122,601,684	100.0%		
Revenue	150,230,000	134,136,151	89.3%		1,000,000	520,798	52.1%		
Expenditures	19,950,000	17,229,295	86.4%	86.4%	73,550,000	46,616,982	63.4%	63.4%	
Ending fund balance	\$ 141,082,989	\$ 127,709,845	90.5%		\$ 50,051,684	\$ 76,505,500	152.9%		\$ 50,051,684
<b><u>Capital Reserve Fund</u></b>									
Beginning fund balance	\$ 1,486,687	\$ 1,486,687	100.0%		\$ 211,621	\$ 211,621	100.0%		
Revenue	5,155,985	5,165,913	100.2%		5,686,842	5,666,451	99.6%		
Expenditures	6,642,672	5,514,246	83.0%	83.0%	5,898,463	4,902,373	83.1%	83.1%	
Ending fund balance	\$ -	\$ 1,138,354	N/A		\$ -	\$ 975,699	N/A		\$ -
<b><u>Colorado Preschool Fund</u></b>									
Beginning fund balance	\$ 260,993	\$ 260,993	100.0%		\$ 610,457	\$ 610,458	100.0%		
Revenue	4,792,086	4,784,085	99.8%		4,945,277	4,945,277	100.0%		
Expenditures	5,053,079	4,426,590	87.6%	87.6%	5,555,734	5,007,119	90.1%	90.1%	
Ending fund balance	\$ -	\$ 618,488	N/A		\$ -	\$ 548,616	N/A		\$ -
<b><u>Grants Fund</u></b>									
Beginning fund balance	\$ 767,644	\$ 641,063	83.5%		\$ 2,284,674	\$ 2,012,212	88.1%		
Revenue	27,714,657	26,095,719	94.2%		41,023,252	32,172,078	78.4%		
Expenditures	28,482,301	24,791,224	87.0%	87.0%	43,307,926	33,249,458	76.8%	76.8%	
Ending fund balance	\$ -	\$ 1,945,558	N/A		\$ -	\$ 934,832	N/A		\$ -
<b><u>Pupil Activity - Special Revenue Fund</u></b>									
Beginning fund balance	\$ 101,477	\$ 101,477	100.0%		\$ 122,385	\$ 122,385	100.0%		
Revenue	269,805	269,805	100.0%		269,805	269,805	100.0%		
Expenditures	269,805	248,903	92.3%	92.3%	392,190	269,334	68.7%	68.7%	
Ending fund balance	\$ 101,477	\$ 122,379	120.6%		\$ -	\$ 122,856	N/A		\$ -

**AURORA PUBLIC SCHOOLS**  
**Consolidated Financial Report (1)**  
Comparing the last two fiscal years - As of June 30, 2010

	FY2008-09 For period ending June 30, 2009				FY2009-10 For period ending June 30, 2010				
	Budget	Actual	Percentage of budget	Spending rate	Budget	Actual	Percentage of budget	Spending rate	Expected year end balance
<b><u>Risk-Related Activity Fund</u></b>									
Beginning fund balance	\$ 805,948	\$ 805,948	100.0%		\$ 550,986	\$ 550,986	100.0%		
Revenue	4,000,000	4,036,103	100.9%		3,857,000	3,862,258	100.1%		
Expenditures	4,805,948	3,816,908	79.4%	79.4%	4,407,986	3,756,178	85.2%	85.2%	
Ending fund balance	\$ -	\$ 1,025,143	N/A		\$ -	\$ 657,066	N/A		\$ -
<b><u>Special Programs Fund</u></b>									
Beginning fund balance	\$ 3,291,122	\$ 2,380,904	72.3%		\$ 3,220,568	\$ 2,533,612	78.7%		
Revenue	7,455,017	6,642,550	89.1%		7,821,156	7,742,819	99.0%		
Expenditures	10,746,139	6,929,709	64.5%	64.5%	11,041,724	6,361,749	57.6%	57.6%	
Ending fund balance	\$ -	\$ 2,093,745	N/A		\$ -	\$ 3,914,682	N/A		\$ -
<b><u>Nutrition Services Fund</u></b>									
Beginning net assets	\$ 1,038,997	\$ 4,842,743	466.1%		\$ 1,564,995	\$ 5,046,453	322.5%		
Revenue	10,951,771	11,405,641	104.1%		12,255,814	12,473,941	101.8%		
Expenses	11,990,768	11,454,455	95.5%	95.5%	12,836,461	12,212,113	95.1%	95.1%	
Ending net assets	\$ -	\$ 4,793,929	N/A		\$ 984,348	\$ 5,308,281	539.3%		\$ 984,348
<b><u>Copier Services Fund</u></b>									
Beginning net assets	\$ 90,417	\$ 365,252	404.0%		\$ 186,887	\$ 378,267	202.4%		
Revenue	815,400	796,068	97.6%		758,800	844,859	111.3%		
Expenses	810,537	787,836	97.2%	97.2%	945,687	743,393	78.6%	78.6%	
Ending net assets	\$ 95,280	\$ 373,484	392.0%		\$ -	\$ 479,733	N/A		\$ -
<b><u>Print Services Fund</u></b>									
Beginning net assets	\$ 293,813	\$ 307,605	104.7%		\$ 315,388	\$ 320,127	101.5%		
Revenue	743,942	814,813	109.5%		856,008	846,165	98.9%		
Expenditures	1,037,755	806,930	77.8%	77.8%	1,171,396	821,355	70.1%	70.1%	
Ending net assets	\$ -	\$ 315,488	N/A		\$ -	\$ 344,937	N/A		\$ -
<b><u>Pupil Activity - Agency Fund</u></b>									
Beginning net assets	\$ 742,970	\$ 742,970	100.0%		\$ 795,244	\$ 795,244	100.0%		
Revenue	2,200,000	2,126,679	96.7%		2,400,000	2,134,197	88.9%		
Expenditures	2,200,000	2,062,699	93.8%	93.8%	2,400,000	2,145,265	89.4%	89.4%	
Ending net assets	\$ 742,970	\$ 806,950	108.6%		\$ 795,244	\$ 784,176	98.6%		\$ 795,244

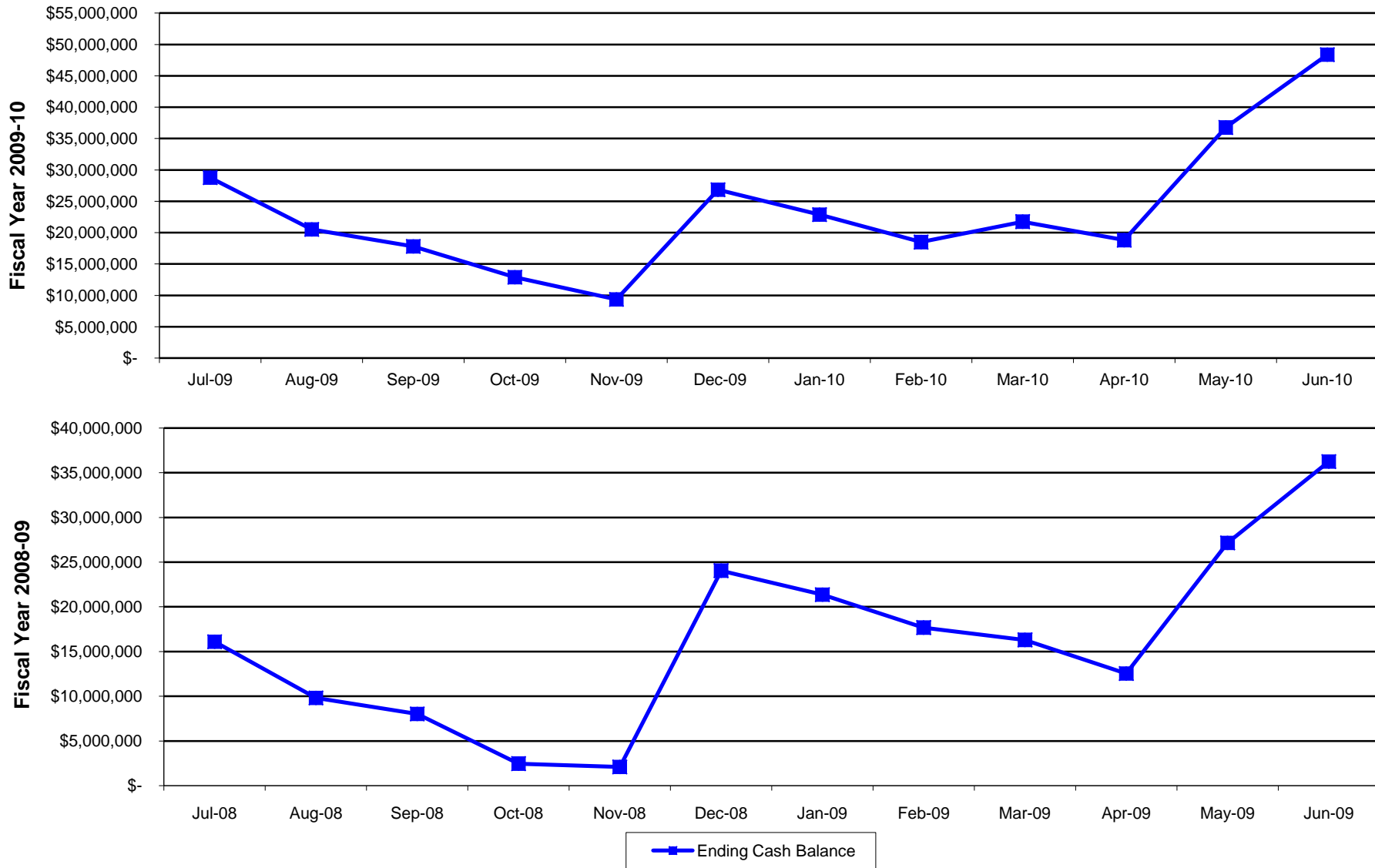
Note 1: This schedule is prepared from unaudited interim financial statements.

Note 2: Charter school financial statements as of May 31, 2010.

Note 3: 2009-10 beginning fund balance information is based on audited financial statements or budgeted amount.



## Aurora Public Schools Cash Flow Analysis -- All Available Funds Current and Previous Fiscal Year



Note: Excludes Building Fund, Bond Fund, and Pupil Activity Funds. These funds must be kept intact, due to bond covenants and state statute. February 2009 ending cash balance includes the \$27.3M interest free loan. The loan balance was paid with property taxes collected in March, May, and June 2009. December 2009 ending cash balance includes the \$17M interest free loan. The loan balance was paid off with property taxes on March 26, 2010.

AURORA PUBLIC SCHOOLS  
**General Fund**  
 Balance Sheet  
 As of June 30, 2010

**ASSETS**

Pooled cash/investments		\$	41,340,973
Accounts receivable			16,052
Interfund borrowing			1,080,052
Prepaid expenses			195
Inventory-warehouse			4,299
Inventory-facilities			366,614
Deposits			10,000

<b>TOTAL ASSETS AND RESOURCES</b>		<b>\$</b>	<b>42,818,185</b>
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**LIABILITIES, RESERVES AND FUND BALANCE**

Accounts payable		\$	5,316,556
Beginning fund balance	\$	31,708,793	
Add: Revenue received		252,810,412	
Less: Expenditures		247,017,576	
Encumbrances		2,027,803	
Ending fund balance as of June 30, 2010			35,473,826
Reserve for encumbrances			2,027,803

<b>TOTAL LIABILITIES, RESERVES AND FUND BALANCE</b>		<b>\$</b>	<b>42,818,185</b>
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**SUPERINTENDENT MONITORING REPORT**  
**Executive Limitations: 3.5 Emergency Superintendent Succession**  
September 7, 2010

**Executive Limitations 3.5 Summary**

In order to protect the Board and the district from *sudden loss of executive services*, the Superintendent and *each executive* reporting to him/her shall have at least one other executive able to take over with *reasonable proficiency* as an *interim successor for the Superintendent* or the executive. The *interim successor for the Superintendent* shall be familiar with Board and Superintendent issues and processes.

**Interpretation of Executive Limitations 3.5**

- The district interprets *sudden loss of executive services* to mean circumstances that would incapacitate the Superintendent or an executive reporting to him/her either permanently or for a period of 15 days or more.
- The district interprets *each executive* to mean members of the District Leadership Team, including the Deputy Superintendent, District Legal Counsel, Chief Communication Officer, Chief Accountability and Research Officer, Chief Equity and Engagement Officer, Chief Financial Officer, Chief Personnel Officer, Chief Academic Officer, and Chief Operating Officer.
- The district interprets *reasonable proficiency* to mean that the interim successor for the Superintendent or an executive reporting to him/her will have a working knowledge of key roles and responsibilities, and can fulfill duties with an acceptable level of competence and leadership to ensure daily operations and management continue to be maintained throughout the district.
- The district interprets *interim successor for the Superintendent* to mean the person who through Board appointment temporarily assumes the role and responsibilities of the Superintendent for a period of time not to exceed one year or until a successor has been appointed.

**Evidence of Compliance with EL 3.5**

- The Superintendent and District Leadership Team have identified at least one key administrator who has a working knowledge, expertise and experience necessary to fulfill leadership roles and responsibilities on a temporary basis. In addition, district directors and building administrators have identified at least one key administrator at their perspective site who has a working knowledge, expertise and experience necessary to fulfill leadership roles and responsibilities on a temporary basis.
- District Leadership Team, directors and building administrators are responsible for providing ongoing and effective communication and support, about important issues

related to their division, department or school site, with those identified as successors. Those identified as successors to persons in key positions are attending meetings for their supervisors in their absence and are being mentored by supervisors on a recurring basis.

- The Deputy Superintendent possesses the background, expertise, experience and knowledge to serve as an interim superintendent upon Board appointment in case it becomes necessary to appoint an emergency successor. The Superintendent continues to support the Deputy Superintendent in a superintendent role by ensuring awareness and involvement in all key district level communications and decisions. In addition to attendance at all board meetings, workshops, and executive sessions, the Deputy Superintendent engages in teamwork, professional development and discussions of issues that impact the work of the Board of Education. Both the Superintendent and Deputy Superintendent conduct monthly meetings with individual Board members and a weekly meeting with the Board of Education President and Vice President.

Attached is a list of identified successors for the Superintendent, district legal counsel, district chiefs and directors, and building administrators for the 2010-11 school year.

**ADMINISTRATIVE SUCCESSION LIST  
2010-11 School Year**

<b>Back-Up For</b>	<b>Back-Up Name</b>	<b>Back-Up Job Title</b>
<b>Division of the Superintendent</b>		
John Barry	Tony Van Gytenbeek	Deputy Superintendent
Tony Van Gytenbeek <i>(no backup per J. Barry)</i>		
Kathleen Hostetler	Brian Donovan Dick Bump	Independent Contractor Caplan & Earnest
Georgia Duran	Dianne Lewis	Coordinator, Communication
Angela Hutton-Howard	Wanda Cooley	
<b>Division of Accountability and Research</b>		
Lisa Escárcega	Dan Jorgensen	Assistant Director, Acct. & Research
<b>Division of Equity and Engagement</b>		
Barbara Cooper	Bonnie Lavinder	Director, Equity & Engagement
<b>Division of Finance</b>		
Casey Wardynski	Adrienne Bradshaw	Director, Finance
Adrienne Bradshaw	Tom McNish	Accountant, Senior
Paul Coleman	Miles Pimentel	Coordinator, Grants
Mona Martinez-Brosh	Susan DiMaggio	Assistant Director, Nutrition Services
Curt Humphrey	Mary Kirschmer	Buyer, Senior
<b>Division of Human Resources</b>		
Kari Allen	Damon Smith	Director, Human Resources
Chris Gramstorff	Damon Smith	Director, Human Resources
Jack Kronser	Chris Gramstorff	Director, Human Resources
Damon Smith	Jack Kronser	Director, Human Resources
<b>Division of Instruction</b>		
William Stuart	Susan Olezene	Director, Student Achievement, Curriculum & Prof. Development
Sandra Burdelik	Jean Burke	Director, Student Achievement, ELA
Jean Burke	Sandra Burdelik	Director, Student Achievement, ESS
Sheri Charles	Marsha Haxby	Coordinator, Early Childhood Education
Linda Damon	Director, Instructional Tech.	
Vacant Director, Instructional Tech.	Linda Damon	Director, Professional Development
Michelle Krawchik	Vicki Weseman	Director, Student Achievement
Susan Olezene	William Stuart	Chief Academic Officer

<b>Back-Up For</b>	<b>Back-Up Name</b>	<b>Back-Up Job Title</b>
Cassie Parra	Rich Patterson	Director, P-20 Campus Development
Rich Patterson	Melanie Moreno	Assistant Director, Pathways & Curriculum
Mary Beth Rensberger	Judy Weaver	School Medicaid Program Consultant
Vicki Weseman	Michelle Krawchik	Director, Student Achievement
<b>Division of Support Services</b>		
Anthony Sturges	Jim Bittle	Director, Construction Mgt.
Tony Antolini	Peter Blanco	Facilities Rental Manager
Jim Bittle	Amy Spatz	Manager, Design & Construction
Scott Benefield	Chris Johnson	Supervisor, General Ed.
Chief Information Officer (vacant)	Katherine Pope Hooper	Director, Information Technology Services
Mark Davis	Mike Rapone	Preventative Maintenance Coord.
Joshua Hensley	Jaclyn Gorman	Assistant Planner
Katherine Pope-Hooper	Carisa Hull	Analyst, Functional Project Manager
Tudy Wicks	Mike Mickelson	Security Officer
<b>Elementary Principals</b>		
Michelle Barone Montview	Judy Dutcher	Teacher Leader/Grade 3
Judy Bleakley Vaughn	Judy DeRungs	TOSA – Admin. Support
Cynthia Buchanan Century	Tammy Peacock	Music Teacher
Carrie Clark Altura	Patrick Partin	TOSA – Admin. Support
Kyle Conley Crawford	Grace Choi	TOSA – Admin. Support
Jill Cummings Fulton	Nilda Lewis	Coordinator, Student
Chris Fleming Virginia Court	Nicole Drakulich	TOSA – Admin. Support
Laurie Godwin Tollgate	Meg McCormick	Assistant Principal
Bonnie Hargrove Dalton	Jan Mock	TOSA – Admin. Support
Karen Hart Lansing	Bruce Wilcox	Teacher-in-Charge
Lisa Jones Paris	Lisa Stucker	TOSA
Jennifer Kimpson Fletcher Primary	Christel Howard-Jones	ELA Teacher Leader
Nancy Klinedinst Yale	Danielle Burdick	Psychologist

<b>Back-Up For</b>	<b>Back-Up Name</b>	<b>Back-Up Job Title</b>
Celi Leggett Fletcher Intermed.	Janice Rivera-Zapata	TOSA
Jan Lotter Wheeling	Jen Dichter	Assistant Principal
Dana McDonald Sixth Avenue	Amanda Burkman	TOSA – Admin. Support
Alejandra Morales Arkansas	Dawn McWilliams	TOSA – Admin. Support
Suzanne Morris-Sherer Side Creek	Michael Abdale	Assistant Principal
Quinn O’Keefe Laredo	Rebecca Miller	TOSA- Admin. Support
Jennifer Passchier Park Lane	Lori Stack	TOSA – Admin. Support
Mark Rodie Jewell	Al Busch	Grade 5 Teacher-in-Charge
Ronald Schumacher Elkhart	Katie Hartenbach	Assistant Principal
James Scott Sable	Michelle McCarthy	TOSA – Admin. Support
Stacey Stuart Vassar	Ann Berns	Assistant Principal
Kathie Sullivan Clyde Miller	Christi DesRosier	TOSA
Luann Tallman Iowa	Shannon Kishel	Psychologist
Lisa Toner Peoria	Jesus Germes	TOSA – Admin. Support
Andrea Tucker Lyn Knoll	Moran Bullough	TOSA – Admin. Support
Jeanne Ulrich Dartmouth	Mark Gorman	Grade 5 Teacher
Heather Woodward Kenton	Laurie Foster	TOSA – Admin. Support
<b>K-8 Principals</b>		
Marisol Enriquez Vista PEAK	Garrett Rosa	Director, Pathways
Valerie Garcia Aurora Quest K-8	Michael Roth	Assistant Principal
Lisa Grosz Murphy Creek K-8	Patty Lewis	Assistant Principal
Shawna Lyons Boston K-8	Jennifer Pock	TOSA – Admin. Support
Garrett Rosa Vista PEAK	Marisol Enriquez	Director, Pathways

<b>Back-Up For</b>	<b>Back-Up Name</b>	<b>Back-Up Job Title</b>
Starla Sieveke-Pearson Frontier K-8	Mary Duran	Assistant Principal
<b>Middle School Principals</b>		
Yvonne Davis South	Rob Feeler	Assistant Principal
Gerardo De La Garza - North	Kurtis Quig	Assistant Principal
Steve Hamilton Columbia	Carla Stonbraker	Assistant Principal
Dale Krueger West	Denise Cordova	Assistant Principal
Fred Quinonez East	Tonya Thompson	Assistant Principal
Ed Snyder Mrachek	Marcia Olson	Assistant Principal
Darla Stumpp Aurora Hills	Sue Wagoner	Assistant Principal
<b>High School Principals</b>		
Lynn Fair Central	Ernest Gurrini	Assistant Principal
Jinger Haberer Hinkley	Matthew Willis	Assistant Principal
William Hedges Gateway	John Delaney	Assistant Principal
Jane Shirley Wm Smith	David Roll	Assistant Principal
Dean Stecklein Pickens	Lezlie Shirk	Assistant Director
Pam Turner Rangeview	Eryn Osterhaus	Assistant Principal