

Center to Advance CTE Board Meeting Agenda

Via Zoom

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June 29, 2021

4- 4:30 p.m. EDT

4 – 4:01 p.m.	Welcome	Sarah Heath <i>Pages 1-2</i>
4:01 – 4:02 p.m.	Review and Approval of March 10, 2021 Minutes*	Laura Scheibe <i>Pages 3-5</i>
4:02 – 4:25 p.m.	Review and Approval of Proposed FY22 Budget*	Kate Kreamer, Kimberly Green <i>Pages 6-44</i>
4:25 - 4:30 p.m.	Re-election of Public Board Member: Dr. Nicole Smith*	Sarah Heath

* Denotes items that require a Board vote

**THE CENTER to ADVANCE CTE
BOARD OF DIRECTORS
FY 21**

President

Dr. Sarah Heath
State CTE Director
9101 E. Lowry Blvd
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Vice President

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State CTE Director
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Secretary-Treasurer

Ms. Laura Scheibe
State CTE Director
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800 Governors Drive
Pierre, SD 57501
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Past President

Ms. Bernadette Howard
State CTE Director
Lunalilo FWY Portable 1
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The Center Public Board Members:

Dr. Nicole Smith
Research Professor and Chief Economist
Georgetown University Center
3300 Whitehaven Street, N.W., Suite 3200
Washington, DC 20007
nicole.smith@georgetown.edu
Term: July 1, 2018 – June 30, 2021

Alex Harris
Vice President of Programs
Harold K.L. Castle Foundation
1197 Auloa Road
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aharris@castlefoundation.org
Term: July 1, 2020 – June 30, 2023

Wendi Safstrom
Executive Director
SHRM Foundation
1800 Duke Street
Alexandria, VA 22314
Wendi.Safstrom@shrm.org
Term: July 1, 2020 – June 30, 2023

The Center to Advance CTE Board of Directors' Meeting
MINUTES
March 10, 2021
Zoom call

ATTENDEES: Sarah Heath, Laura Scheibe, Bernadette Howard, Alex Harris, Nicole Smith, Wendi Safstrom

NOT PRESENT: Marcie Mack

STAFF: Kimberly Green, Kate Kreamer, Austin Estes, Katie Fitzgerald, Krissy Haynes, Scott Stump

Welcome: Heath called the meeting to order at 4:00 p.m. ET, welcoming everyone to The Center to Advance CTE Board Meeting.

Financial Reports: Scheibe gave an overview of the FY21 financials, which have been reconciled through January 31, 2021 or 58 percent of the fiscal year. The Center has received 91 percent of budgeted income. The following three grant payments were received in January:

- PAYA in the amount of \$50,000
- GATES CHSA in the amount of \$23,000
- Strada in the amount of \$25,000

Interest is doing well at 172 percent above target, which is so high due to conservative budgeting.

Expenses are at 41.5 percent of the budgeted target. Expenses are primarily staff related costs, rent, technology subscriptions, and audit and accounting fees. The Center is below budget with the New Skills, Joyce 2, Board, and Development projects due to travel restrictions from the pandemic. The Gates 2 grant received a no-cost extension through May 31, 2021.

The investments are still doing well. They are at an 11.66 percent overall rate of return and 20.94 percent equity only rate of return.

Heath asked for approval of the Center financial reports.

MOTION: To approve the Center financial reports, as presented.
Howard; Harris.
MOTION APPROVED.

Budget Modification: Kreamer gave an overview of the new grants and proposed budget modification that incorporates these new grants. The Center received a one-year, \$100,000 extension to the PAYA grant, which is for year three of a four year grant. The Center also received a new sub-contract with ACTE to support work in Iowa, a new grant from Strada to support the Vision release, a \$1.25M grant from the ECMC Foundation, and two sub-grants with

Gates and the ECMC Foundation through the College in High School Alliance. Kreamer explained that The Center adjusted the *New Skills ready network* grant to align with the organization's reporting periods, which delayed the second payment which will now be received in FY22. The total for the modification requested is a net reduction of \$42,521.10.

Heath opened the floor to questions. Harris asked if staff are able to make any budget adjustments up to a certain amount or if even minor adjustments need to have Board approval. Kreamer responded that since the Board approves the fiscal year budget that all new grants that need to be added to the budget, as well as increases and decreases to existing grants, are sent to the Board for approval. Green stated that the Board approves top-line income and expenses, but that the organization has autonomy within each grant to move between items. She said it was worth asking the question to the finance committee.

Heath asked for approval of the budget modification.

**MOTION: To approve proposed budget modification, as presented.
Harris; Howard.
MOTION APPROVED.**

Public Member Election: Kreamer explained that Alex Harris' first-term ended in June 2020, and he agreed to a second term that back dates to July 1, 2020.

Heath asked for approval of Alex Harris serving a second term on The Center's Board.

**MOTION: To approve Alex Harris for a new Board term running from July 1, 2020 – June 30, 2023.
Howard; Scheibe.
MOTION APPROVED.**

Strategic Planning: Green divided everyone into breakouts to discuss three questions based on the strategic plan:

1. How can we better connect with the constituency you represent/leverage your expertise in the Center's work?
2. What is the most important and urgent work still to be attended to?
3. What is the work we should be doing but currently are not?

Once the groups returned from the breakouts, Heath asked for reflections from each group. Heath shared that her group discussed ways that Advance CTE and State Directors can better connect with employers. *CTE Without Limits* directly correlates to work that SHRM has and some of their pillars. They also had conversations around competency-based hiring as well as doing pilots once the vision is released. Safstrom states that they are excited to bring the employer communities together to align more closely with where Advance CTE is going and the business they have in hand. There is an opportunity to pull the two stakeholder groups together. One of SHRM Foundation's pillars moving forward is helping people get back into the workforce as quickly as possible, so competency-based hiring and industry-recognized

credentials are increasingly important. She hopes the SHRM Foundation can be leveraged as a resource to help Advance CTE.

Harris spoke about the importance of engaging philanthropy not only for grant making but also as thought partners with the scoping and problem-solving aspects of the grant. Another topic his group discussed was ways in which Advance CTE can be in a position where they can architect local and national philanthropic relationships around a set of state projects in order to expand the number of partners that are focused in this scope of work?

Kreamer's group focused around the vision. Smith helped flag opportunities at Georgetown's Center for Education and Workforce that Advance CTE should be more connected to. The group also discussed thoughts of how to encourage Secretary Cardona's interest in CTE and build that into the federal policy strategy. Additionally, the group discussed how important it is to continue to push equity forward. They discussed ways to make sure metrics around equity are intentional. Last, they revisited the important work around *CTE Without Limits*, specifically credit agreements across states.

Heath adjourned the meeting at 4:51 p.m. ET.

DRAFT FY22
The Center to Advance CTE Budget

	APPROVED FY21	Actuals as of May 31, 2021	Actuals to Budget 92% of the fiscal year	Proposed FY22	Variance Between FY21 & FY22	Explanatory Notes
Income						
PAYA	\$46,425.00	\$46,425.00	100%	\$113,566.49	144.6%	FY21: Contract was extended to October 2021, with another \$100,000 received for a total of \$300,000. FY22: \$196,244.84 remaining in grant funds. Recognizing \$113,566.49 to cover FY22 expenses. Another contract extension is expected.
Gates 2.0	\$602,022.74	\$602,022.74	100%	n/a	n/a	FY21: Grant ended on May 31, 2021. FY22: Grant ended in FY21.
Gates 3.0	n/a	n/a	n/a	\$374,050.00	n/a	FY21: New \$500,000 grant that supports the Career Clusters revision and state implementation of the new Vision. Began in June 2021 and ends in December 2022. FY22: Received \$500,000 in June 2021, recognizing \$374,050 to cover FY22 expenses.
NSFY Innovation	\$180,550.82	\$180,550.82	100%	\$43,511.25	-75.9%	FY21: Carried forward remaining income of \$180,550.82 into FY21. We received a no-cost extension through June 30, 2020 but requested a further extension through Dec 2021. FY22: Carrying forward the remaining income of \$43,511.25 to be spent down.
Joyce 2.0	\$174,875.29	\$174,875.29	100%	\$106,765.92	-38.9%	FY21: Received a no-cost extension through Dec 2021. FY22: Carrying forward the remaining income of \$106,765.92 to be spent down.
New Skills (JPMC)	\$846,888.06	\$846,888.06	100%	\$1,025,497.15	21.1%	FY21: Received first \$1,000,000 payment in FY20 and carried forward remaining funds. The second grant payment was delayed due to re-aligning the grant with our fiscal year. FY22: The second payment of \$1,000,000 will be received in August 2021. Carrying forward \$334,875.31 of unspent resources and recognizing \$690,621.84 of second payment to support all planned expenses.
Lumina	\$215,663.52	\$215,663.52	100%	n/a	n/a	FY21: Carried forward remaining income of \$215,663.52. Grant ended on March 21, 2021. FY22: Grant ended in FY21.

DRAFT FY22
The Center to Advance CTE Budget

	APPROVED FY21	Actuals as of May 31, 2021	Actuals to Budget 92% of the fiscal year	Proposed FY22	Variance Between FY21 & FY22	Explanatory Notes
ECMC	\$303,250.00	\$303,250.00	100%	\$264,700.01	-12.7%	FY21: Carried forward remaining income of \$154,655.50 from FY20 and received an additional payment of \$254,500 in January 2021, but only recognized \$148,594.50. FY22: Carrying forward remaining income of \$139,237.21 from FY21 and will be receiving an additional payment of \$310,000 in January 2022, but only recognizing \$125,462.80 to cover FY22 expenses.
ECMC Fellows	\$206,845.40	\$206,845.40	100%	\$456,720.00	120.8%	FY21: New grant. FY22: Carrying forward remaining \$366,508.88 from FY21 and will be receiving an additional payment in February 2022 of \$429,000, but only recognizing \$86,711.12 to cover FY22 expenses.
Siemens 3.0	\$504,950.00	\$504,950.00	100%	\$429,439.45	-15.0%	FY21: Carried forward remaining income of \$261,094.62. An additional payment of \$375,260 was received in September 2020. FY22: Carrying forward \$288,579.45 of unspent funds. Receiving final payment of \$140,860 in March 2022.
CHSA-Joyce	\$30,000.00	\$30,000.00	100%	\$40,301.00	34.3%	FY21: New grant. FY22: Carrying forward remaining income of \$14,852.44 from FY21 and will receive second payment of \$27,000 in September 2021, of which \$25,448.56 will be recognized in FY22.
CHSA-Gates	\$17,900.00	\$17,900.00	100%	\$6,865.08	-61.6%	FY21: New grant. FY22: Carrying forward remaining income of \$6,865.08 from FY21 to complete the grant in FY22.
CHSA-ECMC	\$3,000.00	\$3,000.00	100%	\$15,167.00	405.6%	FY21: New grant. FY22: Carrying forward remaining income of \$8,803.84 from FY21 and will receive second payment of \$10,000 in December 2021, of which \$6,363.16 will be recognized in FY22.
Strada	\$25,000.00	\$25,000.00	100%	n/a	n/a	FY21: Small grant to support Vision release. FY22: Grant ended in FY21.
Iowa	\$17,418.50	\$17,418.50	100%	n/a	n/a	FY21: Contract with ACTE to support work in Iowa. FY22: Contract ended in FY21.
Other Income	\$250.00	\$8,957.90	3583%	\$0.00	-100.0%	FY21: Includes CTE Summit sponsorships from ECMC and Lumina. FY22: No income anticipated.

DRAFT FY22
The Center to Advance CTE Budget

	APPROVED FY21	Actuals as of May 31, 2021	Actuals to Budget 92% of the fiscal year	Proposed FY22	Variance Between FY21 & FY22	Explanatory Notes
Interest/Dividend	\$10,000.00	\$39,116.61	391%	\$40,000.00	300.0%	FY21: Conservative estimate due to volatility in the stock market. FY22: Estimated income based on FY21 actuals.
Reserve Withdraw to balance budget	\$89,633.00	\$0.00	0%	\$119,160.00	32.9%	FY21: Interest/Dividend income covered all internal expenses. FY22: Covers non-grant funded salaries and benefits, as well as Board meeting expenses and Career Clusters-related expenses.
Total	\$3,274,672.33	\$3,222,863.84	98%	\$3,035,743.35	-7.3%	
EXPENSES						
Allocated Expenses to Specific Projects						
Career Clusters	n/a	n/a	n/a	\$70,000.00	n/a	FY21: n/a. FY22: Commitment of organizational resources to modernize and release the updated Career Cluster Framework to cover gap from grant funds.
PAYA Expenses	\$46,425.00	\$47,896.85	103%	\$113,566.49	144.6%	FY21: Above target as have unspent funds from previous contracts that we are spending down. Costs include staff salaries and benefits, finance and contract support, rent, and overhead. FY22: Contract was extended through September 30, 2021 and fully expect contract to be extended for fourth time in FY22.
Gates 2.0 Expenses	\$602,022.74	\$594,020.47	99%	n/a	n/a	FY21: On target. Costs include salary and benefits, Summit, Career Clusters, technical assistance, rent and insurance. FY22: n/a.
Gates 3.0 Expenses	n/a	n/a	n/a	\$374,050.00	n/a	FY21: n/a. FY22: See supporting spreadsheet. Costs include salary and benefits, CTE Without Limits supports, Career Clusters, consulting, printing, rent and a proportion of overhead.
NSFY Innovation Expenses	\$180,550.82	\$132,539.57	73%	\$43,511.25	-75.9%	FY21: Below target due to no travel or in-person meetings. Costs cover salary and benefits, rent and technology/finance support. FY22: See supporting spreadsheet. Costs cover staff time through December 31, 2021 and resource development.

DRAFT FY22
The Center to Advance CTE Budget

	APPROVED FY21	Actuals as of May 31, 2021	Actuals to Budget 92% of the fiscal year	Proposed FY22	Variance Between FY21 & FY22	Explanatory Notes
Joyce 2.0 Expenses	\$174,875.29	\$64,109.37	37%	\$106,765.92	-38.9%	FY21: Below target due to no travel or in-person meetings. Costs cover salary and benefits, technical assistance and rent. FY22: See supporting spreadsheet. Budget covers staff time through December 31, 2021, equity workshop, equity SSWG materials and a proportion of overhead.
New Skills Expenses	\$846,888.06	\$472,391.41	56%	\$1,025,497.15	21.1%	FY21: Below target due to cancellation of office expansion. Costs cover salary and benefits, subscriptions, telephone and website costs, and overhead. FY22: See supporting spreadsheet. Budget covers staff costs, resource development, convening travel, telephone and website costs, SSWG meeting costs, and overhead.
Lumina Expenses	\$215,663.52	\$216,577.84	100%	n/a	n/a	FY21: Grant ended in March 2021 on budget. FY22: n/a.
ECMC Expenses	\$303,250.00	\$267,883.19	88%	\$264,700.01	-12.7%	FY21: On target. Costs cover salary and benefits, rent and overhead. FY22: See supporting spreadsheet. Budget covers staff time, state grants, resource development, site visits and a proportion of overhead.
ECMC Fellows Expenses	\$206,845.40	\$27,945.26	14%	\$456,720.00	120.8%	FY21: Below target due to many expenses occurring next fiscal year instead of FY21. FY22: See supporting spreadsheet. Budget covers staff time, stipends, coaching, workshop development, travel and a proportion of overhead.
Siemens 3.0 Expenses	\$504,950.00	\$330,757.35	66%	\$429,439.45	-15.0%	FY21: On target. Costs cover salary and benefits, rent and overhead. FY22: See supporting spreadsheet. Budget covers staff time, state grants, workshops, resource development and a proportion of overhead.
CHSA-Joyce	\$30,000.00	\$14,497.56	48%	\$40,301.00	34.3%	FY21: Below target due to some delays in work getting started. Costs cover salary and benefits and CHSA dues. FY22: See supporting spreadsheet. Budget covers staff time and resource development.

DRAFT FY22
The Center to Advance CTE Budget

	APPROVED FY21	Actuals as of May 31, 2021	Actuals to Budget 92% of the fiscal year	Proposed FY22	Variance Between FY21 & FY22	Explanatory Notes
CHSA-Gates	\$17,900.00	\$10,634.92	59%	\$6,865.08	-61.6%	FY21: On target. Costs cover salary and benefits. FY22: See supporting spreadsheet. Budget covers staff time through September 30, 2021.
CHSA-ECMC	\$3,000.00	\$646.16	22%	\$15,167.00	405.6%	FY21: Below target due to grant starting in April instead of February 2021. FY22: See supporting spreadsheet. Budget covers staff time.
Strada	\$25,000.00	\$23,942.14	96%	n/a	n/a	FY21: Grant ended in March 2021 on budget. Costs covered salary and benefits, technology, and consulting for the Vision release. FY22: n/a.
Iowa	\$17,418.50	\$12,752.06	73%	n/a	n/a	FY21: Contract ended in June 2021 on budget. All remaining funds convert to reserves. FY22: n/a.
Development	\$25,350.00	\$3,460.00	14%	\$12,200.00	-51.9%	FY21: Below target due to no travel and CHSA dues being covered by grant. FY22: See supporting spreadsheet. Budget covers annual report and meeting travel.
Board expenses	\$14,883.00	\$6,590.67	44%	\$28,960.00	94.6%	FY21: Below target due to no in person meetings. Additional consulting costs for Strategic Planning Retreat still expected for FY21. FY22: Budget covers registrations for public Board members for the Spring Meeting, equity trainings and support for dashboard development (split with Advance CTE Board).
Project-based internal staff time and benefits	\$57,850.00	\$23,084.72	40%	\$46,800.00	-19.1%	FY21: Below target due to salaries and benefits being covered by grants. FY22: Internal staff time and benefits to support development, communications and Board. Also includes time that will be distributed to future grants.
Subtotal for Specific Projects	\$3,272,872.33	\$2,249,729.54	69%	\$3,034,543.35	-7.3%	
General & Administrative Expenses						
Direct staff and benefits	\$1,800.00	\$970.82	54%	\$1,200.00	-33.3%	FY21: Below target due to salaries and benefits being covered by grants. FY22: G&A staff time and benefits based on FY21 actuals.

**DRAFT FY22
The Center to Advance CTE Budget**

	APPROVED FY21	Actuals as of May 31, 2021	Actuals to Budget 92% of the fiscal year	Proposed FY22	Variance Between FY21 & FY22	Explanatory Notes
G&A Expenses	n/a	\$110.84	n/a	n/a	n/a	FY21: Above target due to domain renewal and career clusters shipping and credit card fees. Expenses covered by Other Income. FY22: No Career Clusters sales expected. Domain renewal covered by grants.
Total G&A expenses	\$1,800.00	\$1,081.66	60%	\$1,200.00	-33.3%	
Total project expenses	\$3,272,872.33	\$2,249,729.54	69%	\$3,034,543.35	-7.3%	
TOTAL EXPENSES	\$3,274,672.33	\$2,250,811.20	69%	\$3,035,743.35	-7.3%	
INCOME LESS EXPENSES	\$0.00	\$972,052.64		\$0.00		

Career Clusters

	FY21 Approved	FY21 Actuals	FY22 Proposed	Notes
Salaries & Benefits				
Education				
Consulting			\$70,000.00	FY22: Vivayic Phase 6 to develop resources/training (\$25,000); Validation/Prototype Population contractor (\$45,000).
Postage & Delivery				
Travel & Lodging				
Meetings & Meals				
Printing & Copying				
Credit Card Fees				
Telephone/Communications				
Publications (subscriptions)				
Rent				
Licenses & Fees				
Equipment Lease				
Legal				
Accounting & Audit				
Bank Fees -Checking				
Bank Fees - Investments				
Insurance				
Office Supplies				
Equipment and Furniture				
Indirect/overhead				
TOTAL	\$0.00	\$0.00	\$70,000.00	

PAYA

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits	\$24,000.00	\$32,168.85	\$76,657.00	FY21: Staff time exceeded budget due to new staff joining the team. FY22: Projected staff time.
Education				
Consulting	\$9,375.00	\$6,288.00	\$21,909.00	FY21: Layout/design of FY21 publication was lower than expected and toolkit planned for FY21 was delayed until FY22. FY22: Layout/design of toolkit (\$6,500); finance support (\$5,000); website support/updates (\$10,409).
Postage & Delivery				
Travel & Lodging	\$0.00	\$0.00	\$6,000.00	FY21: n/a. FY22: Travel to Spring Meeting for remote staff member (\$2,000); Two office visits for remote staff (\$2,000 per trip).
Meetings & Meals	\$0.00	\$300.00	\$1,075.00	FY21: Staff events and planning day meals. FY22: Staff events and planning day meals (\$350); Spring meeting registration for 1 staff (\$400); Fall meeting registration for 1 staff (\$325).
Printing & Copying				
Credit Card Fees				
Telephone/Communications	\$0.00	\$45.85	\$534.48	FY21: Proportional amount for telephones. FY22: Zoom account (\$125).
Publications (subscriptions)	\$50.00	\$90.00	\$270.55	FY21: Technology support for staff (Ganttify, Dr. Backup). FY22: Expensify (\$120); ClickTime (\$130.56); StrengthsFinder (\$19.99).
Rent	\$10,000.00	\$8,943.66	\$6,000.00	FY21: 5% The Center portion of rent. FY22: 5% The Center portion of rent.
Licenses & Fees	\$0.00	\$0.00	\$360.00	FY21: n/a. FY22: Ascensus 401(k) plan.
Equipment Lease				
Legal	\$0.00	\$0.00	\$26.00	FY21: n/a. FY22: 10% Registered agent for MD and DC.
Accounting & Audit				
Bank Fees -Checking				
Bank Fees - Investments				
Insurance	\$0.00	\$0.00	\$733.98	FY21: n/a. FY22: D&O, Business, Commercial Umbrella, Erisa and workers comp insurance.
Office Supplies				
Equipment and Furniture				
Indirect/overhead	\$3,000.00	\$60.49	\$0.48	FY21: Bill payment fees and payroll fees. FY22: Unallocated indirect.

PAYA

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
TOTAL	\$46,425.00	\$47,896.85	\$113,566.49	

Gates 2.0

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits	\$190,071.80	\$195,133.38		FY21: Staff time.
Education	\$0.00	\$0.00		FY21: Professional development for 1 staff member.
Consulting	\$353,212.50	\$333,482.75		FY21: Summit facilitation (\$70,000); Perkins plan review resources (\$18,000); website updates (\$5,000); ACTE (\$29,450); vision design (\$10,000); Data Visualization SSWG deliverables (\$19,000); equity committee facilitation (\$4,816); Vivayic (\$64,575); finance/contract support (\$10,915); contract for FL (\$4,550); contract for NY (\$6,000); contract for CA (\$5,000); contract for TA (\$8,000); Career Cluster resource development (\$5,000); Upskilling paper (\$3,500); other resource development (\$8,000); Graduate Fellow (\$3,200 - 2 months); equity resources (\$18,000).
Postage & Delivery	\$30.00	\$1,216.05		FY21: Shipping visions to states (\$10,000).
Travel & Lodging	\$0.00	\$0.00		FY21: No travel due to pandemic.
Meetings & Meals	\$20,050.00	\$21,487.31		FY21: Staff registration for Spring meeting; Summit meeting costs.
Printing & Copying	\$500.00	\$0.00		FY21: No printing required.
Audio Visual	\$0.00	\$10,000.00		FY21: Production costs for release of Vision at Spring meeting.
Credit Card Fees	\$48.39	\$48.39		FY21: Late payment of Perkins V registration fee.
Telephone/ Communications	\$2,250.00	\$2,787.46		FY21: Proportion of monthly phone; WebEx; Zoom; cell reimbursement; conference line.
Publications (subscriptions)	\$3,000.00	\$2,183.34		FY21: Basecamp; Bill.com; Expensify; Quickbooks; Survey Monkey; BambooHR; MiroBoard; Timesheet app; Amazon.
Rent	\$24,590.00	\$21,174.51		FY21: 18% Center portion of rent.
Licenses & Fees	\$720.00	\$720.00		FY21: 20% Center portion of 401(k) fees.
Equipment Lease				
Legal	\$50.05	\$50.05		FY21: 20% Center portion of incorporation fees.
Accounting & Audit	\$6,000.00	\$4,928.37		FY21: 20% Center portion of payroll fees, audit and accounting.
Bank Fees -Checking				
Bank Fees - Investments				
Insurance	\$1,500.00	\$808.86		FY21: 20% of Center portion of all insurance.
Office Supplies	\$0.00	\$0.00		FY21: General supplies.
Equipment and Furniture				
Indirect/overhead	\$0.00	\$0.00		FY21: Indirect overhead not allocated above.
TOTAL	\$602,022.74	\$594,020.47	\$0.00	

Gates 3.0

	FY21 Approved	Actuals	Proposed FY22	
Salaries & Benefits			\$98,000.00	FY22: Projected staff time.
Education			\$2,200.00	FY22: 25% of staff equity training (\$2,200).
Consulting			\$252,475.43	FY22: Layout/design of vision-related resources (\$10,000); layout/design of vision-related resources (\$9,750); ACTE support (\$13,000); state sub-grants (\$100,000); Career Clusters contract (\$48,000); layout/design of Career Clusters-related resources (\$4,500); finance support (\$9,195.43); meeting platform and support (\$25,000); Admin support (\$5,200); Rich Katt (\$25,000).; Website support/updates (\$2,830).
Postage & Delivery				
Travel & Lodging			\$8,100.00	FY22: Travel to up to three states for two people (\$2700/trip).
Meetings & Meals				
Printing & Copying				
Credit Card Fees				
Telephone/Communications			\$1,025.55	FY22: 10% phone and internet (\$818.55); 25% Staff cell reimbursement (\$207).
Publications (subscriptions)			\$394.04	FY22: Expensify (\$120); Quickbooks (\$50); DocuSign (\$76); BambooHR (\$114.44); Miro (\$33.60).
Rent			\$6,000.00	FY22: 5% Center portion of rent.
Licenses & Fees			\$360.00	FY22: 10% Ascensus 401(k) fees.
Equipment Lease				
Legal			\$1,901.00	FY22: Retainer for legal advice (\$1,875); 10% Registered agent for MD and DC (\$26).
Accounting & Audit			\$3,593.50	FY22: 10% accounting and audit fees.
Bank Fees -Checking				
Bank Fees - Investments				
Insurance				
Office Supplies				
Equipment and Furniture				
Indirect/overhead			\$0.48	FY21: Bill payment fees and payroll fees. FY22: Unallocated indirect.
TOTAL			\$374,050.00	

NSFY Innovation

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits	\$70,000.00	\$66,277.16	\$22,829.25	FY21: Staff time. FY22: Projected staff time for 50% of FY.
Education	\$750.00	\$0.00	\$750.00	FY21: Professional development for one staff member was not utilized. FY22: Professional development for one staff member (\$750).
Temporary Help				
Consulting	\$59,500.00	\$59,389.98	\$19,910.00	FY21: Design/layout of PBT, development of microsite, design/layout case studies, contractor to support resource development. FY22: Layout/design of framework (\$4,910); Layout/design of equity index (\$4,000); stipends to pilot equity index (\$6,000); contractor to support resource development (\$5,000).
Postage & Delivery	\$6.50	\$3.43	\$2.00	FY21: Mailing grant documents. FY22: Based on FY21 actuals.
Travel & Lodging	\$20,100.00	\$0.00	\$0.00	FY21: SSWG was conducted virtually, so no travel costs. FY22: n/a.
Meetings & Meals	\$12,000.00	\$38.00	\$20.00	FY21: SSWG was conducted virtually, so no meeting costs. FY22: Internal meetings.
Printing & Copying	\$10,250.00	\$0.00	\$0.00	FY21: Did not print policy benchmark tool or other resources. FY22: n/a.
Credit Card Fees				
Telephone/Communications				
Publications (subscriptions)				
Rent	\$6,831.00	\$6,831.00	\$0.00	FY21: 5% The Center portion of rent. FY22: n/a.
Licenses & Fees				
Equipment Lease				
Legal				
Accounting & Audit				
Bank Fees -Checking				
Bank Fees - Investments				
Insurance				
Office Supplies	\$250.00	\$0.00	\$0.00	FY21: Supplies for SSWG meeting supplies, which did not happen in person. FY22: n/a.
Equipment and Furniture				
Indirect/overhead				
TOTAL	\$179,687.50	\$132,539.57	\$43,511.25	

New Skills

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits	\$450,000.00	\$330,675.36	\$550,000.00	FY21: Staff time was under due to staff turnover. FY22: Projected staff time.
Education	\$3,000.00	\$1,075.00	\$6,100.00	FY21: Professional development was budgeted for four staff but was only utilized by two. FY22: Professional development for four staff (\$750); onboarding for three new staff (\$900); Staff equity training (\$2,200).
Consulting	\$100,180.00	\$24,748.90	\$157,230.86	FY21: Layout/copy editing of resources was well under budgeted amount, as were graphic design and resource center updates. FY22: Layout/copy editing of reports/snapshots (\$45,000); layout/copy editing SSWG output (\$15,000); graphic design (\$10,000); Resource Center and website (\$53,000); intern (\$4,700); finance and contract support (\$16,790.86); administrative support (\$7,740.00); AGH support (\$5,000).
Postage & Delivery	\$200.00	\$223.95	\$750.00	FY21: Shipping of computers and supplies. FY22: Based on FY21 actuals and shipping to convenings.
Travel & Lodging	\$82,000.00	\$1,385.31	\$84,500.00	FY21: Nearly all travel was canceled due to COVID-19. FY22: Travel for 6 staff to 2 convenings (\$12,000); site visits (\$18,000); technical assistance/dissemination travel (\$10,000); local travel (\$500); Spring meeting travel and lodging for 4 local staff (\$1,500 per staff member); Spring meeting travel for 3 remote staff (\$2,000 per staff member); travel for 20 for SSWG (\$20,000); travel for three remote staff two times a year (\$2,000 per staff per trip).
Meetings & Meals	\$7,300.00	\$3,510.40	\$26,425.00	FY21: Registration for virtual Spring meeting for staff and ESG/JPMC was lower than budgeted. FY22: Registration for virtual fall meeting for seven staff and four comped registration for ESG/JPMC (\$325 each); registration for Spring meeting for seven staff (\$400 each) and four comped ESG/JPMC (\$650 each); in-person SSWG meeting (\$15,000); staff events and planning day meals (\$2,450).
Printing & Copying	\$22,500.00	\$8.05	\$21,500.00	FY21: Decided not to print any resources. FY22: Printing of resources (\$20,000); internal printing (\$1,500).
Audio Visual				
Credit Card Fees				
Telephone/ Communications	\$9,140.00	\$7,316.77	\$6,594.48	FY21: Proportional amount for phones/telecoms; website updates ; UberConference; Cell reimbursement; Zoom. FY22: 45% phone and internet charges (\$3,683.48); Conference line (\$240); Zoom accounts for staff (\$1,357); Staff cell phone reimbursements (\$1,314).

New Skills

New Skills				
	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Publications (subscriptions)	\$13,573.08	\$14,481.86	\$17,388.37	FY21: LegiScan subscription; Politico Pro; Box; Constant Contact; Linode; AWS; Dr. Backup; My fax; DocuSign; recruitment; Bill.com ; Expensify; SurveyMonkey; StrengthsFinder; Amazon; BambooHR. FY22: Box (\$2,400); Drive (\$100); LegiScan (\$1,000); Politico Pro (\$6,300); Linode (\$270); web hosting (\$903.75); AWS (\$54); Dr. Backup (\$680); Basecamp (\$295.80); My Fax (\$102); Bill.com (\$119.88); Expensify (\$840); Quickbooks (\$225); Survey Monkey (\$300); DocuSign (\$76); BambooHR (\$515); Miro (\$67.20); ClickTime (587.52); StrengthsFinder (\$59.97); Tableau (\$630); Basecamp apps (\$528); Amazon Prime (\$134.25); job postings (\$1,200).
Rent	\$61,475.00	\$45,716.83	\$87,615.12	FY22: 67% Center portion of rent; CAM.
Licenses & Fees	\$1,980.00	\$2,198.64	\$1,645.00	FY21: Covers proportional share of 401(k) plan annual fees. FY22: 45% Ascensus 401(k) plan fees (\$1,620); annual report filing (\$25).
Equipment Lease	\$1,687.20	\$1,628.30	\$1,628.70	FY21: Copier lease. FY22: Copier lease and tax (\$1,628.70).
Legal	\$1,135.00	\$1,311.88	\$1,992.00	FY21: Retainer for legal advice; proportion of incorporation. FY22: Retainer for legal advice (\$1,875); 45% registered agent for DC and MD (\$117).
Accounting & Audit	\$19,508.50	\$13,573.90	\$16,170.75	FY21: 55% Center portion of payroll fees, audit and accounting. FY22: 45% accounting and audit fees.
Bank Fees - Checking				
Bank Fees - Investments	\$15,500.00	\$20,325.84	\$25,200.00	FY21: Investment fees for FY21. FY22: Investment fees for FY22 based on FY21 projections.
Insurance	\$4,420.16	\$2,224.37	\$3,302.89	FY21: Offset by other grants. FY22: 45% D&O, Business, Commercial Umbrella, Erisa and workers comp insurance.
Office Supplies	\$4,500.00	\$486.05	\$4,500.00	FY21: Budgeted office supplies. Increased costs for cleaning supplies due to COVID-19 but overall underspent given remote work. FY22: Office and cleaning supplies; video conference camera; video backdrop; supply stipends for new hires.
Equipment and Furniture	\$10,450.00	\$1,500.00	\$11,500.00	FY21: Did not set up new offices; purchase of one new computer. FY22: New office setup for two staff; New laptop for Director of Ops.
Indirect/overhead	\$33,082.06	\$0.00	\$1,453.98	FY22: Overhead not allocated above.
TOTAL	\$841,631.00	\$472,391.41	\$1,025,497.15	

Joyce 2.0

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits	\$75,000.00	\$34,738.94	\$35,957.92	FY21: Staff time was under due to delayed work and staff turnover. FY22: Projected staff time for 50% of FY.
Education	\$0.00	\$298.00	\$0.00	FY21: NAPE conference registrations for 2 staff. FY22: n/a.
Temporary Help				
Consulting	\$55,996.49	\$21,894.47	\$68,000.00	FY21: Most work was delayed due to COVID, including the SSWG and release of opportunity gap workshop. Technical assistance was reduced as well. FY22: SSWG support (\$2,000); SSWG materials layout/copy editing (\$10,000); workshop materials layout/design (\$8,000); meeting/contract support (\$3,000); stipends to states to conduct workshop (\$40,000); consultant to support workshops/action planning (\$5,000).
Postage & Delivery				
Travel & Lodging	\$19,500.00	\$0.00	\$0.00	FY21: No travel due to COVID. FY22: n/a.
Meetings & Meals	\$8,000.00	\$337.32	\$250.00	FY21: No in-person SSWG meetings; expenses on staff events and planning day meals. FY22: Based on 60% of FY21 actuals.
Printing & Copying	\$9,065.00	\$0.00	\$0.00	FY21: No printing. FY22: n/a.
Audio Visual				
Credit Card Fees				
Telephone/ Communications	\$100.00	\$0.00	\$0.00	FY21: Allocated elsewhere. FY22: n/a.
Publications (subscriptions)				
Rent	\$6,831.00	\$6,831.00	\$2,490.00	FY21: 5% Center portion of rent. FY22: 2% Center portion of rent.
Licenses & Fees				
Equipment Lease				
Legal				
Accounting & Audit				
Bank Fees -Checking				
Bank Fees - Investments				
Insurance				
Office Supplies				
Equipment and Furniture				
Indirect/overhead	\$1,169.00	\$9.64	\$68.00	FY21: Postage for bill payments and 1099 filing fee; NAPE conference registrations. FY22: Indirect overhead not allocated above by rent and contract support.
TOTAL	\$175,661.49	\$64,109.37	\$106,765.92	

Lumina

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits	\$115,934.11	\$101,417.86		FY21: Based on updated distribution of work and adjusted timeline.
Education				
Temporary Help				
Consulting	\$73,000.00	\$101,785.00		FY21: Increased to support development of microsite, in addition to designed report and case studies.
Postage & Delivery				
Travel & Lodging	\$1,500.00	\$0.00		FY21: No travel due to COVID.
Meetings & Meals	\$0.00	\$413.89		FY21: Staff event and planning day meals.
Printing & Copying	\$11,000.00	\$0.00		FY21: No printing due to being remote.
Credit Card Fees				
Telephone/Communications				
Publications (subscriptions)				
Rent	\$6,831.00	\$10,246.50		FY21: 5% Center portion of rent (which is included in indirect/overhead for the grant).
Licenses & Fees				
Equipment Lease				
Legal				
Accounting & Audit				
Bank Fees -Checking				
Bank Fees - Investments				
Insurance				
Office Supplies				
Equipment and Furniture				
Indirect/overhead	\$8,400.00	\$2,714.59		FY21: Indirect overhead not allocated above; most was allocated to rent.
TOTAL	\$216,665.11	\$216,577.84		

ECMC

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits	\$57,750.00	\$28,222.66	\$68,000.00	FY21: Staff salaries and benefits under due to other grants offsetting time. FY22: Projected staff time.
Education	\$750.00	\$44.64	\$1,500.00	FY21: Professional development for two staff members was not charged to this grant. FY22: Professional development for two staff members.
Temporary Help				
Consulting	\$226,000.00	\$226,118.32	\$154,200.00	FY21: Largely on target with planning and year one implementation grants to four states, contract management support and some resource development. FY22: Year 2 implementation grants to states (\$25,000/state); subject matter experts (\$15,000); contract management support (\$1,000); resource development (\$6,000); intern, split 50/50 with New Skills (\$4,700); AGH support for Moodle (\$2,500).
Postage & Delivery				
Travel & Lodging	\$8,000.00	\$0.00	\$23,000.00	FY21: No travel due to COVID. FY22: Visits for two people to four states in spring 2022 (\$2,000/person/trip - does not include DC); two trips for dissemination (\$2000/person/trip); travel for two staff to Spring Meeting (\$1,500 each).
Meetings & Meals	\$500.00	\$738.10	\$2,150.00	FY21: Planning day and other meals for 2 staff members. FY22: Staff events and planning day meals (\$700); Spring meeting registration for 2 staff (\$400 each); Fall meeting registration for 2 staff (\$325 each).
Printing & Copying	\$2,500.00	\$4.36	\$500.00	FY21: No external printing due to remote. FY22: Internal printing (\$500).
Credit Card Fees				
Telephone/Communications	\$5,001.00	\$3,329.99	\$1,477.83	FY21: AGH support for Moodle, monthly phone. FY22: Proportion of monthly phone (\$1,227.83); Zoom for two staff (\$250).
Publications (subscriptions)	\$17.90	\$78.00	\$716.11	FY21: Subscriptions included in indirect below. FY22: Expensify (\$240); Quickbooks (\$75); BambooHR (\$171.67); Miro (\$33.60); ClickTime (\$195.84).
Rent	\$6,831.00	\$6,061.75	\$6,000.00	FY21: 5% Center portion of rent. FY22: 5% Center portion of rent.
Licenses & Fees	\$360.00	\$358.75	\$0.00	FY21: 10% Center portion of 401(k) fees. FY22: n/a.
Equipment Lease				
Legal	\$25.00	\$25.02	\$0.00	FY21: 10% incorporation. FY22: n/a.
Accounting & Audit	\$3,547.00	\$2,437.86	\$5,390.25	FY21: 10% Center portion of payroll fees, audit and accounting. FY22: 15% Center portion of payroll fees, audit and accounting.
Bank Fees -Checking				
Bank Fees - Investments				
Insurance	\$712.75	\$404.43	\$1,100.96	FY21: 10% of Center portion of all insurance. FY22: 15% of Center portion of all insurance.

Office Supplies				
Equipment and Furniture				
Indirect/overhead	\$7,255.35	\$137.31	\$664.86	FY21: Indirect overhead not allocated above; Travel to board meeting for 1 staff (\$1000); Spring meeting travel, catering and lodging for 1 staff (\$1000). FY22: Indirect overhead not allocated above.
TOTAL	\$319,250.00	\$267,961.19	\$264,700.01	

ECMC Fellows

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits	\$89,000.00	\$23,946.07	\$158,000.00	FY21: Staff time was under due to competing projects; all major project milestones were met. FY22: Projected staff time.
Education	\$550.00	\$16.46	\$2,950.00	FY21: Strengthfinder for staff member. FY22: Professional development for 1 staff (\$750); 25% Staff equity training (\$2,200).
Consulting	\$101,000.00	\$1,910.00	\$256,757.67	FY21: Shifted majority of consulting expenses to next fiscal year. FY22: Initial curriculum design (\$48,000); Advisory committee stipends (\$40,200); Workshop Delivery & Presenter Stipends (\$20,000), Coach Stipends (\$52,875), Layout and Copyediting (\$20,000) Fellow Stipends (\$27,000), Create report and infographics (\$10,000); Finance and contract support (\$22,822.67); Tech/Moodle/Website Updates (\$8,000); administrative support (\$7,860).
Postage & Delivery	\$20.00	\$0.98	\$640.00	FY21: Bill.com payments for consultants. FY22: Bill.com payments for consultants (\$100); shipping of materials to fellows (\$540).
Travel & Lodging	\$0.00	\$0.00	\$3,000.00	FY21: n/a. FY22: Travel for two staff to ECMC convening (\$1,500/person).
Meetings & Meals	\$5,000.00	\$335.88	\$1,075.00	FY21: Spring meeting registration for staff and staff planning day meals. FY22: Staff events and planning day meals (\$350); Spring meeting registration for 1 staff (\$400); Fall meeting registration for 1 staff (\$325).
Printing & Copying				
Credit Card Fees				
Telephone/Communications	\$0.00	\$0.00	\$1,875.55	FY21: n/a. FY22: 10% monthly phone and internet (\$818.55); cell reimbursement for two staff (\$810); Zoom for two staff (\$250).
Publications (subscriptions)	\$800.00	\$457.01	\$9,565.00	FY21: Survey Monkey subscription and proportion of BambooHR. FY22: Expensify (\$240); Quickbooks (\$50); SurveyMonkey (\$600); DocuSign (\$180); BambooHR (\$114.44); ClickTime (\$130.56); Strengthsfinder for cohort I (\$750); SM application portal (\$7,000); job posting (\$500).
Rent	\$0.00	\$0.00	\$10,200.00	FY21: n/a given new grant. FY22: 8% Center portion of rent.
Licenses & Fees	\$0.00	\$0.00	\$540.00	FY21: n/a. FY22: 15% Ascensus 401(k) plan fees.
Equipment Lease				
Legal	\$0.00	\$0.00	\$1,914.00	FY21: n/a. FY22: Retainer for legal advice (\$1,875); 15% registered agent for DC and MD (\$39).

Accounting & Audit	\$0.00	\$0.00	\$3,733.50	FY21: n/a. FY22: 10% Center portion of payroll fees, audit and accounting.
Bank Fees -Checking				
Bank Fees - Investments				
Insurance	\$0.00	\$0.00	\$733.98	FY21: n/a. FY22: 10% of Center portion of all insurance.
Office Supplies	\$100.00	\$291.14	\$250.00	FY21: Supply stipend; computer accessories. FY22: Supply stipend based on FY21 actuals.
Equipment and Furniture	\$950.00	\$907.75	\$0.00	FY21: New computer for new employee. FY22: n/a.
Indirect/overhead	\$9,425.40	\$79.97	\$5,485.30	FY21: Indirect overhead not allocated above. FY22: Indirect overhead not allocated above.
TOTAL	\$206,845.40	\$27,945.26	\$456,720.00	

Siemens 3.0

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits	\$119,000.00	\$142,808.84	\$152,956.35	FY21: Staff costs were slightly higher than projected. FY22: Estimated staff time.
Education	\$2,250.00	\$945.00	\$2,250.00	FY21: Professional development was only utilized by two staff members through this grant. FY22: Professional development for three staff members (\$750 each).
Temporary Help				
Consulting	\$290,500.00	\$164,715.83	\$187,827.24	FY21: Counseling workshops and state grants were delayed to FY22; otherwise, expenses were on target for communications research and Summit facilitation. FY22: Workshop facilitator stipends (\$1,500 for 30 workshops); payment to state grantees (\$20,000 for five states); Payment to grantees for innovation money (\$3,000 for three states); Website Update (\$5,000); two mini train the trainers, virtual, payment for who delivers (\$2,000); train the trainer of states at spring meeting, payment to who delivers it (\$3,000); Finance and contract support (\$3,327.24); resource development (\$7,500); workshop updates (\$13,000).
Postage & Delivery	\$2,100.00	\$7.35	\$50.00	FY21: Workshops delayed to FY22 and will be virtual so no expected shipping costs. FY22: Bill payment fees (\$50).
Travel & Lodging	\$41,800.00	\$0.00	\$46,000.00	FY21: No travel or workshops in FY21 due to COVID. FY22: Travel for five TA trips with two staff (\$2,000/trip); Spring Meeting travel and lodging for 2 local staff (\$1,500 each) and 1 remote staff (\$2,000); other staff travel (\$7,000); Travel for Spring Meeting train the trainer of state staff (\$1,000 for 20 participants); two trips for one remote staff to office (\$4,000).
Meetings & Meals	\$4,300.00	\$1,520.91	\$6,175.00	FY21: Spring meeting registration for 3 staff and staff event and planning day meals. FY22: Catering for train-the-trainer meetings (\$90/person for 23 people including staff); meeting space and a/v (\$1,000); Fall meeting registration for 3 staff (\$325 each); Spring meeting registration for 3 staff (\$400 each); staff related events and meals (\$930).
Printing & Copying	\$10,000.00	\$0.00	\$500.00	FY21: No printing. FY22: Internal printing.
Credit Card Fees				
Telephone/Communications	\$1,150.00	\$1,231.03	\$2,852.10	FY21: Proportion of monthly phone bill and cell reimbursement. FY22: 20% monthly phone and internet (\$1,637.10); Zoom for staff (\$375) and webinars account (\$840).
Publications (subscriptions)	\$254.85	\$1,028.87	\$2,645.81	FY21: Did not budget for job postings. FY22: 75% Constant Contact (\$600); URL renewals (\$43); Expensify (\$360); 20% Quickbooks (\$100); Powtoon (\$601.80); DocuSign (\$76); BambooHR (\$228.89); ClickTime (\$261.12); Adobe (\$375).
Rent	\$16,393.00	\$13,560.47	\$12,000.00	FY21: Center portion of rent. FY22: 9% Center portion of rent.
Licenses & Fees	\$540.00	\$538.12	\$720.00	FY21: 20% Center portion of 401(k) fees.
Equipment Lease				

Siemens 3.0

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Legal	\$37.00	\$37.54	\$1,927.00	FY21: 15% Center portion of incorporation. FY22: Retainer for legal advice (\$1,875); 20% registered agent for DC and MD (\$52).
Accounting & Audit	\$5,320.50	\$3,656.75	\$7,187.00	FY21: 20% Center portion of accounting, audit and payroll fees.
Bank Fees -Checking				
Bank Fees - Investments				
Insurance	\$1,069.14	\$606.64	\$1,467.95	FY21: 15% Center portion of all insurance. FY22: 20% Center portion of all insurance.
Office Supplies	\$1,500.00	\$100.00	\$381.00	FY21: Supplies for staff and workshops. FY22: Supplies for staff and workshops.
Equipment and Furniture	\$1,500.00	\$0.00	\$4,500.00	FY21: New computer for staff member. FY22: New computer for staff member; New computer for graphic design and video editing staff member.
Indirect/overhead	\$7,235.51	\$0.00	\$0.00	FY21: Indirect overhead not allocated above largely unspent. FY22: n/a.
TOTAL	\$504,950.00	\$330,757.35	\$429,439.45	

CHSA-Joyce

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits	\$4,030.00	\$4,497.56	\$17,401.00	FY21: Staff time largely on track. FY22: Projected staff time.
Education	\$0.00	\$0.00	\$2,200.00	FY21: n/a. FY22: 25% of staff equity training (\$2,200).
Consulting	\$13,200.00	\$10,000.00	\$20,200.00	FY21: CHSA dues (\$10,000); planned infographics pushed to FY22. FY22: CHSA dues (\$10,000); copy editing/layout for 50-state report (\$7,000); Infographics/fact sheets (\$3,000); finance support (\$200).
Postage & Delivery				
Travel & Lodging				
Meetings & Meals				
Printing & Copying				
Credit Card Fees				
Telephone/Communications				
Publications (subscriptions)				
Rent				
Licenses & Fees				
Equipment Lease				
Accounting & Audit				
Bank Fees -Checking				
Bank Fees - Investments				
Insurance				
Office Supplies				
Equipment and Furniture				
Indirect/overhead	\$2,000.00	\$0.00	\$500.00	FY21: No indirect costs. FY22: Indirect overhead not allocated above.
TOTAL	\$19,230.00	\$14,497.56	\$40,301.00	

CHSA-Gates

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits	\$16,200.00	\$10,634.92	\$1,865.00	FY21: Staff time under as work was delayed. FY22: Projected staff time (25% of FY).
Education				
Consulting	\$200.00	\$0.00	\$5,000.00	FY21: No need for contract/finance support in FY21. FY22: Design/layout of two-pagers and infographic (\$5,000).
Postage & Delivery				
Travel & Lodging				
Meetings & Meals				
Printing & Copying				
Audio Visual				
Credit Card Fees				
Telephone/ Communications				
Publications (subscriptions)				
Rent				
Licenses & Fees				
Equipment Lease				
Legal				
Accounting & Audit				
Bank Fees -Checking				
Bank Fees - Investments				
Insurance				
Office Supplies				
Equipment and Furniture				
Indirect/overhead	\$1,500.00	\$0.00	\$0.00	FY21: Indirect not needed from this grant. FY22: n/a.
TOTAL	\$17,900.00	\$10,634.92	\$6,865.00	

ECMC-CHSA

	FY21 Approved	FY21 Actuals (4/26/21)	FY22	Notes
Salaries & Benefits	\$3,000.00	\$646.16	\$14,267.00	FY21: While the grant officially began in February 2021, the work did not begin until April 2021. FY22: Projected staff time.
Education				
Consulting				
Postage & Delivery				
Travel & Lodging				
Meetings & Meals				
Printing & Copying				
Credit Card Fees				
Telephone/Communications				
Publications (subscriptions)				
Rent				
Licenses & Fees				
Equipment Lease				
Accounting & Audit				
Bank Fees -Checking				
Bank Fees - Investments				
Insurance				
Office Supplies				
Equipment and Furniture				
Indirect/overhead	\$0.00	\$0.00	\$900.00	FY21: n/a. FY22: Indirect overhead not allocated above.
TOTAL	\$3,000.00	\$646.16	\$15,167.00	

The Center Board

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits				
Education				
Consulting	\$5,500.00	\$6,000.00	\$25,000.00	FY21: 50% facilitator for Board strategic planning session. FY22: Two equity trainings for the Board (one virtual and one in person) (\$2,500); Capacity mapping/dashboard support (\$20,000) and measurement tool development (\$2,500) - split with Advance CTE Board.
Postage & Delivery	\$20.00	\$44.38	\$170.00	FY21: Mailing of signature forms and taxes. FY22: Mailing of signature forms and taxes; shipping of boxes for Fall Board Meeting (\$30 each).
Travel & Lodging	\$5,000.00	\$0.00	\$0.00	FY21: Strategic Planning Retreat was virtual. FY22: No travel required.
Meetings & Meals	\$4,250.00	\$516.29	\$3,740.00	FY21: Snacks for Strategic Planning Retreat. FY22: Snacks for Fall Board Meeting (\$50 each); Spring Board Meeting catering (\$1000); 30% room rental (\$240); comped registration for three public Board Members to Spring Meeting (\$325 each) and Fall Meetings (\$400 each); snack for Spring Board meeting (\$75).
Printing & Copying	\$30.00	\$30.00	\$50.00	FY21: Printing costs for Strategic Planning Retreat. FY22: Printing for Spring Board Meeting.
Credit Card Fees				
Telephone/Communications	\$8.00	\$0.00	\$0.00	FY21: Telephone costs covered by grants. FY22: n/a.
Publications (subscriptions)				
Rent				
Licenses & Fees				
Equipment Lease				
Accounting & Audit				
Bank Fees -Checking				
Bank Fees - Investments				
Insurance				
Office Supplies	\$75.00	\$0.00	\$0.00	FY21: Not needed. FY22: n/a.
Equipment and Furniture				
TOTAL	\$14,883.00	\$6,590.67	\$28,960.00	

Development

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits				
Education				
Consulting	\$3,500.00	\$3,460.00	\$3,600.00	FY21: Design and copy editing for 2020 annual report. FY22: Design and copy editing for 2021 annual report.
Postage & Delivery				
Travel & Lodging	\$2,000.00	\$0.00	\$1,000.00	FY21: No travel costs incurred in FY21 due to remote work environment/COVID-19. FY22: For local travel for funder-related meetings and up to one non-local travel trip - travel costs for second half of fiscal year only.
Meetings & Meals	\$2,750.00	\$0.00	\$5,500.00	FY21: Comped registrations were charged against related grants. FY22: Up to five registration for funders to Fall and Spring meetings.
Printing & Copying	\$2,100.00	\$0.00	\$2,100.00	FY21: Did not print annual report due to still being in remote. FY22: Printing of 2021 annual report; printing for funder-related meetings.
Credit Card Fees				
Telephone/Communications				
Publications (subscriptions)	\$15,000.00	\$0.00	\$0.00	FY21: College in High School Alliance membership was covered by project grant. FY22: Expenses moved to CSHA-Joyce.
Rent				
Licenses & Fees				
Equipment Lease				
Accounting & Audit				
Bank Fees -Checking				
Bank Fees - Investments				
Insurance				
Office Supplies				
Equipment and Furniture				
TOTAL	\$25,350.00	\$3,460.00	\$12,200.00	

General & Administrative

	FY21 Approved	FY21 Actuals through 5/31/21	FY22 Proposed	Notes
Salaries & Benefits	\$57,850.00	\$24,055.54	\$48,000.00	FY21: Staff time was offset by grants and other projects. FY22: Includes a small percentage of employees salaries that is distributed across G&A, Development and Board, as well as a placeholder for a new hire, which we anticipate will be reallocated to grants and projects.
Consulting				
Postage & Delivery	\$0.00	\$41.80	\$0.00	FY21: Shipping Career Clusters products. FY22: n/a.
Product Shipping Cost				
Telephone/Communications	\$0.00	\$42.34	\$0.00	FY21: Domain renewal. FY22: Shifted to grants/projects.
Travel & Lodging				
Meetings & Meals				
Printing & Copying				
Publications (subscriptions)				
Credit Card Fees	\$0.00	\$26.70	\$0.00	FY21: Career Clusters sales. FY22: n/a.
Rent				
Licenses & Fees				
Equipment Lease				
Accounting & Audit				
Bank Fees - Checking				
Bank Fees - Investments				
Insurance				
Education				
Office Supplies				
Equipment and Furniture				
TOTAL	\$57,850.00	\$24,166.38	\$48,000.00	

Staff Time Distribution

	FY22- Advance CTE	FY22- The Center to Advance CTE
Executive Director	38%	62%
Deputy Executive Director	15%	85%
Director, Communications & Membership	35%	65%
Data & Research Manager	10%	90%
Senior Associate, Member Engagement and Professional Learning	80%	20%
Senior Associate, Communications & State Engagement	15%	85%
Senior Associate, Digital Media	30%	70%
Senior Associate, Federal Policy	90%	10%
Policy Associate	2%	98%
Policy Associate	0%	100%
Policy Associate	0%	100%
Senior Policy Associate	0%	100%
State Policy Manager	0%	100%
Director, Operations	25%	75%
Senior Advisor, Equity	0%	100%
Senior Advisor, ECMC Fellows	15%	85%
Operational Costs Split		
Advance CTE	25%	
The Center to Advance CTE	75%	

The Center to Advance CTE
Balance Sheet
As of May 31, 2021

	Total
ASSETS	
Current Assets	
Bank Accounts	
1010 Cash - Bank of America	473,720.52
1017 Cash - Merrill Lynch	33,210.67
1018 Cash - Merrill Lynch# 03248	31,953.98
Total Bank Accounts	\$ 538,885.17
Accounts Receivable	
1200 Accounts Receivable	27,418.50
Total Accounts Receivable	\$ 27,418.50
Other Current Assets	
1050 Mutual Funds	2,913,854.28
Total Other Current Assets	\$ 2,913,854.28
Total Current Assets	\$ 3,480,157.95
Fixed Assets	
1100 Furniture	19,885.35
1101 Accumulated Depreciation-Furniture	-13,402.73
1120 Equipment	55,790.64
1121 Accumulated Depreciation-Equipment	-50,541.95
Total Fixed Assets	\$ 11,731.31
TOTAL ASSETS	\$ 3,491,889.26
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 *Accounts Payable	164,995.87
Total Accounts Payable	\$ 164,995.87
Total Current Liabilities	\$ 164,995.87
Total Liabilities	\$ 164,995.87
Equity	
3900 Net Assets Without Donor Restriction	1,185,831.59
3902 Net Assets With Donor Restrictions	126,633.53
Net Income	2,014,428.27
Total Equity	\$ 3,326,893.39
TOTAL LIABILITIES AND EQUITY	\$ 3,491,889.26

Advance CTE/Center to Advance CTE Executive Investment Recommendation Summary May 2021

Below is a recap of our statements for the first half of 2020.

“Coronavirus, flattening of the curve and social isolation all are new words to many of us. This year was starting off to be the one of the best after following 2019, a record year for the U.S. stock markets. Interest rates were lowered by the Federal Reserve causing more money to flow into stocks and the economy and employment was at record low levels.

The stock market rarely reacts positively when there is uncertainty. The health issues and virtual closing down of our country’s businesses due to this pandemic without any certainty of an anticipated recovery period has caused significant volatility in the U.S. stock markets. What we have been taking about for years now is upon us, a recession”

What a difference a few months and trillions of dollars of stimulus makes. Combined returns for the association and foundation for 2020 year end were up and positive at 7.62%. Since 2009 the association and foundation accounts are up about 110%.

Due to the high return of stocks we recently rebalanced to keep the association and foundation in line with the investment policy statement. We are still at the upper end of the 60% limit for stocks including money market accounts at Bank of America for both the association and foundation accounts. We have recommended that the investment policy statement be adjusted to allow for more equity and equity income investments. This primarily due to the all-time historically low interest rate currently and the prognosis that interest rates will remain low for the foreseeable future. As rates rise we adjust back to more fixed income exposure.

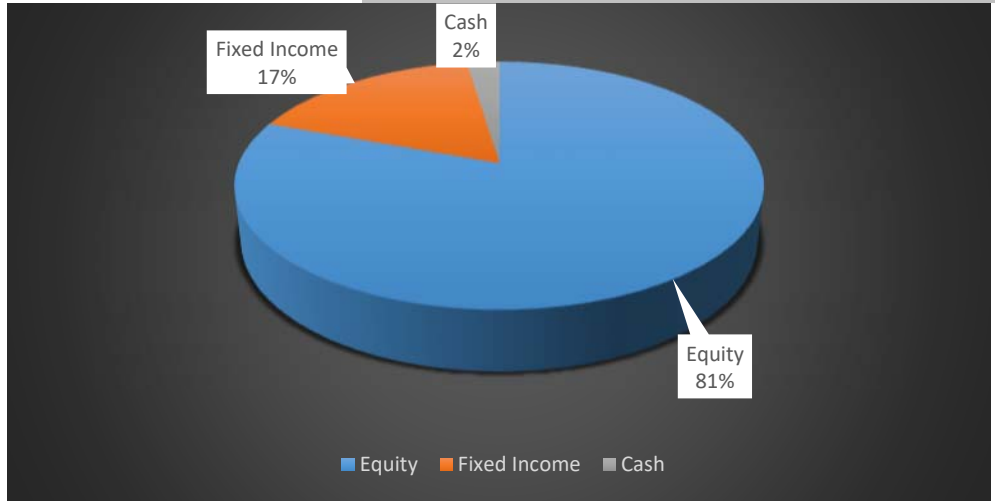
Summary of recommended changes:

The above changes are intended to improve long-term performance and increase income from fixed income investments. Certain sectors of the market are recommended to be over-weighted also to improve long-term performance. These are sectors that tend to perform well during a difficult economic environment and tend to lead the market when things improve.

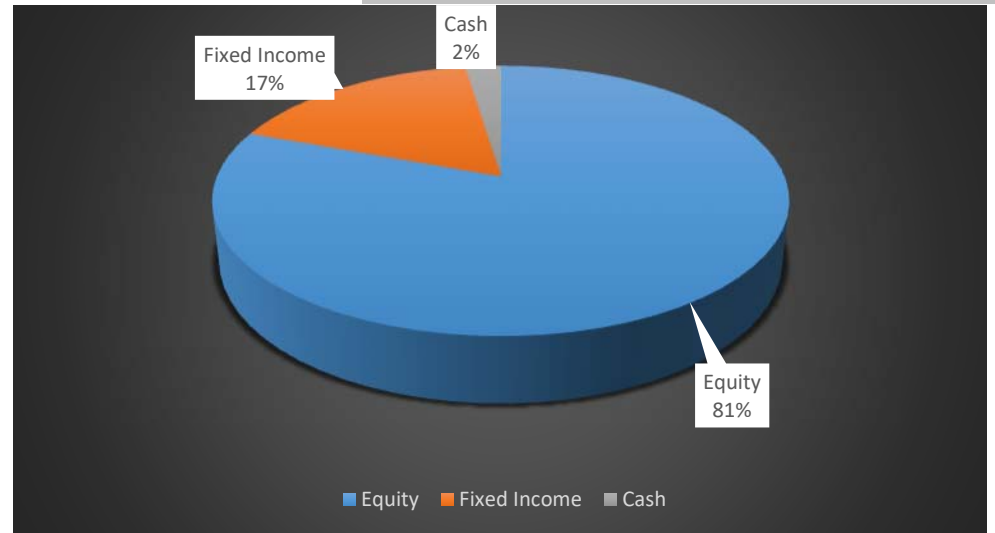
No direct costs are associated with making these changes.

Center to Advance CTE
 Current Asset Allocation
 Account 749-04G96 and 7WD03248
 Period: July 1, 2020 - May 31, 2021

Current Portfolio	Asset Allocation Type:		Per Investment Policy Statement
	Equity	80.65%	\$ 2,402,691
	Fixed Income	16.97%	\$ 505,533
	Cash	2.38%	\$ 70,795
	Sub-Total	100%	\$ 2,979,019
	Total Portfolio Value		\$ 2,979,019



Proposed Portfolio	Asset Allocation Type:		Per Investment Policy Statement
	Equity	80.65%	\$ 2,402,691
	Fixed Income	16.97%	\$ 505,533
	Cash	2.38%	\$ 70,795
	Sub-total		\$ 2,979,019
	Portfolio Value	100%	\$ 2,979,019



Center to Advance CTE
Advisory Program Fees
July 1, 2020 - May 31, 2021

FOUNDATION 749-04G96

Trade/Transaction Date	Description	Amount
	Advisory Program Fee	
5/4/2021	INV. ADVISORY FEE MAY	\$ (2,431.07)
	Advisory Program Fee	
4/5/2021	INV. ADVISORY FEE APR	\$ (2,354.12)
	Advisory Program Fee	
3/2/2021	INV. ADVISORY FEE MAR	\$ (2,255.68)
	Advisory Program Fee	
2/2/2021	INV. ADVISORY FEE FEB	\$ (2,074.74)
	Advisory Program Fee	
1/5/2021	INV. ADVISORY FEE JAN	\$ (2,093.11)
	Advisory Program Fee	
12/3/2020	INV. ADVISORY FEE DEC	\$ (2,041.59)
	Advisory Program Fee	
11/3/2020	INV. ADVISORY FEE NOV	\$ (1,885.44)
	Advisory Program Fee	
10/2/2020	INV. ADVISORY FEE OCT	\$ (1,916.58)
	Advisory Program Fee	
9/2/2020	INV. ADVISORY FEE SEP	\$ (1,957.50)
	Advisory Program Fee	
8/4/2020	INV. ADVISORY FEE AUG	\$ (1,880.06)
	Advisory Program Fee	
7/2/2020	INV. ADVISORY FEE JUL	\$ (1,817.02)
Total		\$ (22,706.91)

FOUNDATION 7WD-03248

	Annual Service Fee	
9/15/2020	EMA ANNUAL FEE	\$ (43.90)
	Annual Service Fee	
9/1/2020	EMA ANNUAL FEE	\$ (1.10)
	Annual Service Fee	
7/8/2020	EMA ANNUAL FEE	\$ (5.00)
Total		\$ (50.00)

Total Fees All Accounts \$ (22,756.91)

Time Weighted Rate of Return by Period: Yearly



Performance period: 07/01/2020 to 05/31/2021

Period	Opening Balance(\$)	Contributions/ (Withdrawals)(\$)	Interest/ Dividends(\$)	Appreciation/ (Depreciation)(\$)	Closing Balance(\$)	ROR Period(%)	ROR Cum(%)
2021	2,983,617	(250,000)	13,761	231,641	2,979,019	8.54	22.10
2020	2,652,232	0	26,548	304,837	2,983,617	12.49	12.49
Total	2,652,232	(250,000)	40,309	536,478	2,979,019		22.10

Note that various factors, including unpriced securities, and certain adjustments, holdings or activity may cause report results to differ from actual performance. Report results may also differ from results reported by other Merrill services. Past performance does not guarantee future results.

Relative Performance - Equity: Yearly



Performance period: 07/01/2020 to 05/31/2021













Period	Actual ROR(%)		Dow Jones Industrial Average PR(%)		MSCI World PR(%)		S&P 500 PR(%)	
	Year	Cum	Year	Cum	Year	Cum	Year	Cum
2021	12.89	37.83	12.82	33.77	10.62	35.15	11.93	35.60
US Equity	12.89	37.83						
2020	22.09	22.09	18.57	18.57	22.18	22.18	21.15	21.15
US Equity	22.09	22.09						

With respect to performance shown, various factors, including unpriced securities, and certain adjustments, holdings or activity may cause report results to differ from actual performance. Report results may also differ from results reported by other Merrill services. Past performance does not guarantee future results.

Reference Indices are included in this report as a general source of information regarding the performance of various types of investments. Allocation models and Indices should not be used to benchmark the performance of a specific account or portfolio. Your Financial Advisor can provide further information regarding the particular allocation models and Indices shown, including how the composition of an index compares to the composition of your account or portfolio.

Sector Analysis - Summary

As of Close of Business: 06/01/2021

Sector	Total Holdings(%)		Current(%)	Model(%)	Gap-Model vs. Current(%)	All Equity compared to Custom Model		
	0%	50%				ML Holdings(\$)	Model(\$)	Gap-Model vs. Holdings(\$)
Equity								
Health Care			14.50	13.30	(1.20)	830,248	1,021,995	191,746
Consumer Staples			9.56	6.10	(3.46)	547,259	468,735	(78,525)
Information Technology			24.75	27.80	3.05	1,416,577	2,136,200	719,623
Consumer Discretionary			10.88	12.90	2.02	622,742	991,258	368,516
Industrials			12.68	8.20	(4.48)	726,121	630,102	(96,019)
Materials			3.19	2.60	(0.59)	182,592	199,788	17,197
Financials			11.61	10.60	(1.01)	664,817	814,522	149,705
Communication Services			6.42	10.90	4.48	367,291	837,575	470,284
Utilities			3.85	2.70	(1.15)	220,213	207,473	(12,741)
Energy			0.84	2.50	1.66	48,209	192,104	143,895
Real Estate			1.71	2.40	0.69	97,857	184,420	86,563
Equities Blend			0.01	0.00	(0.01)	689	0	(689)
Total						5,724,615		

* Total represents the sum of all cash and cash equivalents including short positions with associated credit balances.

Sector Analysis - Summary



As of Close of Business: 06/01/2021

Date of Composition Information Obtained for Pooled Investments

If the accounts included in this analysis hold mutual funds, closed end funds, annuities, 529 portfolios, or external account proxies, the portfolio holdings reported by the fund as of the date identified below are reflected in the current portfolio analysis. Note that mutual funds change their portfolio holdings on a regular (often daily) basis. Accordingly, this analysis may not accurately reflect the current composition of the accounts included.

Mutual Funds







Security	Security Description	Data As Of	Security	Security Description	Data As Of
PHSZX	PGIM JENNISON	04/30/2021			

Exchange Traded Funds

Security	Security Description	Data As Of	Security	Security Description	Data As Of
QQQ	INVESTCO QQQ TR SER 1	04/30/2021	IYW	ISHARES U.S. TECHNOLOGY	04/30/2021
DGRO	ISH TR CORE DIVID GROWTH	04/30/2021	VOX	VANGUARD COMMUNICATION	04/30/2021
SHY	ISHARES 1-3 YEAR	No Date Reported	VCR	VANGUARD CONSUMER	04/30/2021
IEI	ISHARES 3-7 YEAR	No Date Reported	VIG	VANGUARD DIVIDEND	04/30/2021
IWR	ISHARES RUSSELL MIDCAP	04/30/2021	VYM	VANGUARD HIGH DVD YIELD	04/30/2021
DVY	ISHARES SELECT	04/30/2021	VIS	VANGUARD INDUSTRIAL ETF	04/30/2021
IGSB	ISHARES TR ISHARES 1-5	No Date Reported	VAW	VANGUARD MATERIALS ETF	04/30/2021
IGIB	ISHARES TR ISHARES 5-10	No Date Reported	BND	VANGUARD TOTAL BOND MKT	No Date Reported
IYK	ISHARES U.S. CONSUMER	04/30/2021	DGRW	WISDOMTREE U.S. QUALITY	04/30/2021
IYF	ISHARES U.S. FINANCIAL	04/30/2021	DTD	WISDOMTREE US TOTAL	04/30/2021
IYH	ISHARES U.S. HEALTHCARE	04/30/2021			

Size and Style Analysis - Summary

As of Close of Business: 06/01/2021

Size And Style	Total Holdings(%)		Current(%)	Model(%)	Gap-Model vs. Current(%)	All Equity compared to Custom Model		
	0%	50%				ML Holdings(\$)	Model(\$)	Gap-Model vs. Holdings(\$)
Equity								
Large Cap Growth			39.97	33.00	(6.97)	2,288,393	2,535,777	247,384
Large Cap Value			36.71	26.00	(10.71)	2,101,446	1,997,885	(103,562)
Small/Mid Cap Growth			6.48	8.00	1.52	370,897	614,734	243,837
Small/Mid Cap Value			15.82	8.00	(7.82)	905,854	614,734	(291,120)
International Equity			0.62	25.00	24.38	35,455	1,921,043	1,885,589
Equities Blend			0.39	0.00	(0.39)	22,570	0	(22,570)
Total Equity Assets						5,724,615		

* Total represents the sum of all cash and cash equivalents including short positions with associated credit balances.

Size and Style Analysis - Summary

As of Close of Business: 06/01/2021

Date of Composition Information Obtained for Pooled Investments

If the accounts included in this analysis hold mutual funds, closed end funds, annuities, 529 portfolios, or external account proxies, the portfolio holdings reported by the fund as of the date identified below are reflected in the current portfolio analysis. Note that mutual funds change their portfolio holdings on a regular (often daily) basis. Accordingly, this analysis may not accurately reflect the current composition of the accounts included.

Mutual Funds

Security	Security Description	Data As Of	Security	Security Description	Data As Of
PHSZX	PGIM JENNISON	04/30/2021			

Exchange Traded Funds

Security	Security Description	Data As Of	Security	Security Description	Data As Of
QQQ	INVESCO QQQ TR SER 1	04/30/2021	IYW	ISHARES U.S. TECHNOLOGY	04/30/2021
DGRO	ISH TR CORE DIVID GROWTH	04/30/2021	VOX	VANGUARD COMMUNICATION	04/30/2021
SHY	ISHARES 1-3 YEAR	04/30/2021	VCR	VANGUARD CONSUMER	04/30/2021
IEI	ISHARES 3-7 YEAR	04/30/2021	VIG	VANGUARD DIVIDEND	04/30/2021
IWR	ISHARES RUSSELL MIDCAP	04/30/2021	VYM	VANGUARD HIGH DVD YIELD	04/30/2021
DVY	ISHARES SELECT	04/30/2021	VIS	VANGUARD INDUSTRIAL ETF	04/30/2021
IGSB	ISHARES TR ISHARES 1-5	04/30/2021	VAW	VANGUARD MATERIALS ETF	04/30/2021
IGIB	ISHARES TR ISHARES 5-10	04/30/2021	BND	VANGUARD TOTAL BOND MKT	04/30/2021
IYK	ISHARES U.S. CONSUMER	04/30/2021	DGRW	WISDOMTREE U.S. QUALITY	04/30/2021
IYF	ISHARES U.S. FINANCIAL	04/30/2021	DTD	WISDOMTREE US TOTAL	04/30/2021
IYH	ISHARES U.S. HEALTHCARE	04/30/2021			