



# The Academy

11800 Lowell Boulevard, Westminster, CO 80031-5097 (Main Campus)  
12161 Park Centre Drive, Westminster, CO 80234-2782 (North Campus)  
Phone: 303-289-8088 Fax: 303-289-8087 Website: www.theacademyk12.org

“Pursuing Truth, Wisdom, Excellence”

**Mission Statement:** “The Academy serves our students to develop college ready, exemplary citizens by promoting excellence in academics, character and relationships.”

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## THE ACADEMY

### Board of Directors

#### Executive Work Session

Monday, November 16, 2020

5:30 pm – 6:55 pm

Public business may be discussed during this session. No votes will be taken at this Executive Work Session.

### AGENDA

[Finalize Dashboard](#) – *Expectation: Board will finalize the 20-21 Data Dashboard*

- - Confirm Academic Goals for 6-8
  - Confirm Culture Goals for K-12
  - Confirm Updates to Finance & Operation Goals30 minutes

[Finalize CEO Evaluation](#) – *Expectation: Board will finalize a process for awarding points to each category of the 20-21 Data Dashboard to translate it into a CEO Evaluation*

- - Discuss how to award partial points for Data Dashboard goals that are partially met
  - Identify mid-year and end-of-year review dates
  - Determine whether or not 360 interviews will be included30 minutes

Review Feedback from CSI (John Brendza) – *Expectation: Board will discuss the feedback provided by John Brendza on the CSI Compliance Checklist following his attendance of the September meeting. Any action steps will be identified*

- 25 minutes
-

**THE ACADEMY**  
**Board of Directors**

**Board Meeting**  
**Monday, November 16, 2020, 7:00 pm**

| Consent Agenda     |  |
|--------------------|--|
| Moved By           |  |
| 2 <sup>nd</sup> By |  |
| Action             |  |

| Y/N/P/A | Name               |
|---------|--------------------|
|         | Drewlow, S         |
|         | Klenjoski, D       |
|         | Miller-Carlson, T. |
|         | Sanchez, K         |
|         | Stock, M.          |
|         | Walsh, B           |
|         | Weaver, G          |

- I. Open Meeting
- II. Invocation and Pledge of Allegiance  
***Invocation Disclaimer:*** *It is customary for The Board to open all meetings with an Invocation and Pledge of Allegiance. Anyone offended by this may leave the room during this time or may choose not to participate during this time, after which you may return.*
- III. Consent Agenda – *Expectation: Review previous minutes and identify areas where clarification or corrections are needed. Review current agenda and identify/ discuss any potential additional agenda items.*
  - a. Approve Agenda
  - b. Approval of [September 28, 2020 Minutes](#)
- IV. Public Comment – *Expectation: Listen and consider any public comment. Board will discuss as any potential responses as a Board at a later time.*  
The chairperson will recognize anyone who signs the request form before the meeting time. Public comment and input shall be limited to fifteen minutes total, ten minutes per topic, and 3 – 5 minutes per speaker. Neither Board members nor Academy staff is obligated to respond to comments or input. The Board will provide written responses as deemed appropriate.
- V. Executive Summary – External Audit Review and Acceptance – *Expectation: Our auditor, John Cutler, will call in and offer the opportunity for Board members to ask any questions regarding our recent audit.*
  - a. Move to accept External Audit FY2019 from John Cutler & Assoc., LLC
- VI. [PTO Report](#) - *Expectation: Review any written or oral PTO report presented.*
- VII. Reports from Director, Principals, and Committees
  - a. CEO Report - *Expectation: Review CEO report and ask questions as needed.*
    - [October](#)
    - [November](#)
  - b. Committee Reports – *Expectation: Committee chairs will update the board on progress with each committee.*
    - i. Finance & Operations
      - [October](#)
      - [November](#)
    - ii. [SACademic](#)
- VIII. Presentation/Discussion

1. Role of The Academy’s School Resource Officer – *Expectation: Officer K. Jacobsen will discuss the nature of her role as The Academy’s SRO and provide an update on the status of the school’s safety protocols and emergency preparedness.*
2. Policy Updates (1<sup>st</sup> Read) – *Expectation: COO will present policies regarding recent Title IX changes*
3. Work Summary – *Expectation: The board Chair will summarize the topics discussed during the work session prior to this formal meeting.*

IX. Executive Summary

- X. Board Meeting Self Scoring - – *Expectation: Board members discuss the meeting and provide feedback to the Interim CEO to improve the process and meeting efficiency moving forward.*

| Scoring Rubric |  |
|----------------|--|
| 1              | Unsatisfactory                                       |
| 2              | Satisfactory, looking for significant improvement    |
| 3              | Satisfactory, improving but still below expectations |
| 4              | Efficient meeting, meets expectations                |

XI. Adjourn Meeting



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**THE ACADEMY**  
**Board of Directors**  
**Board Meeting Minutes**  
**Monday, September 28, 2020**



**Board Members Present**

Kevin Sanchez - Chairperson  
Tamela Miller-Carlson - Board Member  
Brad Walsh - Board Member  
Greg Weaver - Board Member  
Dan Klenjoski - Board Member  
Sarah Drewlow - Secretary

**Also Present**

Brent Reckman - Chief Executive Officer  
Mark Wilson - Chief Operating Officer

***Minutes of the regular Board meeting of The Academy held at 11800 Lowell Blvd., Westminster, CO 80031 in Adams County on September 28, 2020.***

I. Open Meeting

A quorum being present, Mr. Sanchez called the meeting to order at 7:00 pm and gave the following disclaimer:

***Invocation Disclaimer:*** *It is customary for The Board to open all meetings with an Invocation and Pledge of Allegiance. Anyone offended by this may leave the room during this time or may choose not to participate during this time, after which you may return.*

II. Invocation and Pledge of Allegiance

Mr. Sanchez opened the meeting with an invocation and the Pledge of Allegiance.

III. Consent Agenda

Mrs. Miller-Carlson moved to approve the agenda. This was seconded by Mr. Walsh.  
Discussion: None.

Ayes: Drewlow, Klenjoski, Miller-Carlson, Sanchez, Stock, Walsh

Nays: None

***Motion Carried 6 – 0***

IV. Public Comment

No questions from the Public at this time.

V. PTO Report

The PTO report stated the Spring Gala would be held at the Ranch Country Club, and the Board commented another board member may still be a member there and might be able to circumvent the club cost.

VI. Reports from Director, Principals, and Committees

a. Chief Officer's Reports

- i. Executive – An update to the reopening plan was given and elementary has been increased to 4 days per week. Currently, there are about 20-25 students per classroom. It has gone rather smoothly. Secondary is different, for a couple of reasons: One is public health guidance and another is scheduling constraints. We will stick with the hybrid model for the time being; there is no clear date set for more in-person days.

Health and safety: we have had some quarantines but no confirmed cases. No one has tested positive so far. The communication aspect is challenging, and the school is in contact with the school's coordinator at Tri-County health department. The board asked what are the criteria for someone to come back. Every case is unique. Typically a negative test result does not clear you to come back. Most of the time you will need to finish the quarantine period. The board was informed of the "RISE" education fund, which helps Colorado schools address the myriad learning challenges that students are facing due to the economic, social, and health impacts of COVID-19.

- ii. Finance & Operations –The board discussed that teachers mentioned on facebook that they are "working like crazy". What is being done about it? Possibly any sick time? Senior admin has been able to cover fairly well any sick time. We're being flexible on working from home when people need to quarantine. So far, no staff has had to use their personal time for COVID related situations yet. We might run into more complex issues when we get into cold/flu season. The Family First Act is 80 hours of time. If that's exhausted and people still need time off, we may need to look for other options. Currently, teachers have had their workloads increased and to help we've hired additional weekly support or reassigned some of the time from other support areas. We continue trying to adjust the structure of those roles in a more fundamental way. Workload has not evened out as much for those teachers as we wanted them to. With currently doing 4 days in-person with teachers having Fridays to plan; their daily schedules are impacted (lunch and recess) to keep cohorts separate. They don't receive breaks that they would get in a normal year. Hopefully we'll be able to move to full 5 day-day week, but that's the main reason we're being gradual. We won't likely get to a place this year where teachers fell like it's easy/normal.

b. Committee Reports

- i. Finance – No meeting this month
- ii. SACacademic – The committee will look at ways to meet needs of more at-risk/vulnerable students. Also, identify promising practices that would be

worth keeping after the pandemic. The Board would like to identify which instructional techniques that would be worth us identifying, naming, and figuring out how to build as lasting practices. Remote learning and flexible learning may be the future of education.

VII. Discussion

- 4. School Dashboard and CEO Evaluation
- 5. Work Session Summary – Board gave thanks to Mr. Stock for his service as Board Chair. The Board discussed the self-evaluation, board matrix, and three board members are up in June. We had the athletic update and Academy proposed to participate in fall sports. Admin feels positive on decision made. We will invite the SRO in our October meeting to discuss 7-10 questions that board discussed. In October, we would do a formal and informal where the principals will present on what is going on.

VIII. Board Meeting Self Scoring

| Scoring Rubric |  |
|----------------|--|
| 1              | Unsatisfactory                                       |
| 2              | Satisfactory, looking for significant improvement    |
| 3              | Satisfactory, improving but still below expectations |
| 4              | Efficient meeting, meets expectations                |

\_\_\_\_\_4/4\_\_\_\_\_

IX. Adjourn Meeting

Mr. Sanchez motioned to Adjourn. Mrs. Drewlow seconded. The meeting was adjourned at 9:00 pm via a verbal all aye vote.

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**The Academy of Charter Schools  
PTO Meeting Minutes  
November 10, 2020**

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**Call to Order**

A meeting of the Academy of Charter Schools PTO was called to order on Tuesday, November 10, 2020 at 5:02 p.m. by President Holly Wogoman.

**Attendees – via Zoom**

Holly Wogoman- President  
Michelle Mena – Vice President  
Lisa Boyer – Treasurer  
Karianne Klenjoski – Secretary  
Kari Biesendorfer - Parent

**Approval of Minutes**

Holly Wogoman made a motion to approve the meeting minutes for September, 2020. Michelle Mena seconded the motion. The meeting minutes were approved unanimously.

**Officer's Reports – Treasurer**

- Please see attached Treasurer's report from Lisa Boyer.
- Boyer stated that she would like to incorporate a financial update for Bingo during PTO meetings. Wogoman explained while the two entities have to remain separate financially, it would be appropriate as Bingo resides under PTO's umbrella.

**Harvest Fest Clean Update**

- Wogoman explained PTO lost money at this year's trunk or treat due to the cancellation of the event with concerns about the virus and the number of people in attendance. (Bingo paid \$3,400 for the candy and apples). PTO has several ideas as to how to use this candy and will discuss available options at a later date.

**New Business – Breakfast with Santa**

- PTO has chosen to cancel Breakfast with Santa this year.

**Gala and Ball Drop**

- Ball drop sales for the upcoming Gala will begin April 1<sup>st</sup>. The cost to purchase golf balls will be discussed and finalized during the next PTO meeting. Wogoman stated PTO is in need of four sponsors for the ball drop. Level sponsorships are: \$1,000, \$700, \$500 and \$250. PTO is considering grade level participation.
- The contract has been signed and emailed to the Ranch Country Club.

**Spirit Nights**

- Wogoman announced Spirit Nights will be called Dine Back Tuesdays until further notice. Restaurants have been scheduled through the end of the year. Information will be sent to staff and families via the approved communication lines when applicable.

### **Questions and Announcements**

- Vice President Michelle Mena requested the status of bingo is discussed during PTO meetings; this will be a standing agenda item moving forward.
- Mena announced bingo wrote a check to the school at the end of 3<sup>rd</sup> quarter (during the 2019-20) school year that totaled \$10,000.
- The last session of bingo was October 24<sup>th</sup>. Bingo is currently closed due to the level 3, safer at home restrictions currently in place.
- PTO's theme for this year's staff holiday gift is "A Movie Night In". The PTO board is working on items to place in staff gift bags.
- PTO will ask Sr. Administration if they would like to join in the staff gift.
- Gift bags will be distributed to staff the week of December 14
- Boyer is working on the 2021-22 school calendar; dates for PTO events were reviewed and will be finalized at the next PTO meeting.

### **Adjournment**

Holly Wogoman adjourned the meeting at 5:45 p.m.

Respectfully submitted by:

Karianne Klenjoski, PTO Board Secretary

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## Chief Executive Officer (CEO) Board Report October 2020

“Pursuing Truth, Wisdom, Excellence”

**Mission Statement:** The Academy serves our students to develop college ready, exemplary citizens by promoting excellence in academics, character and relationships.

### Reopening Plan Update

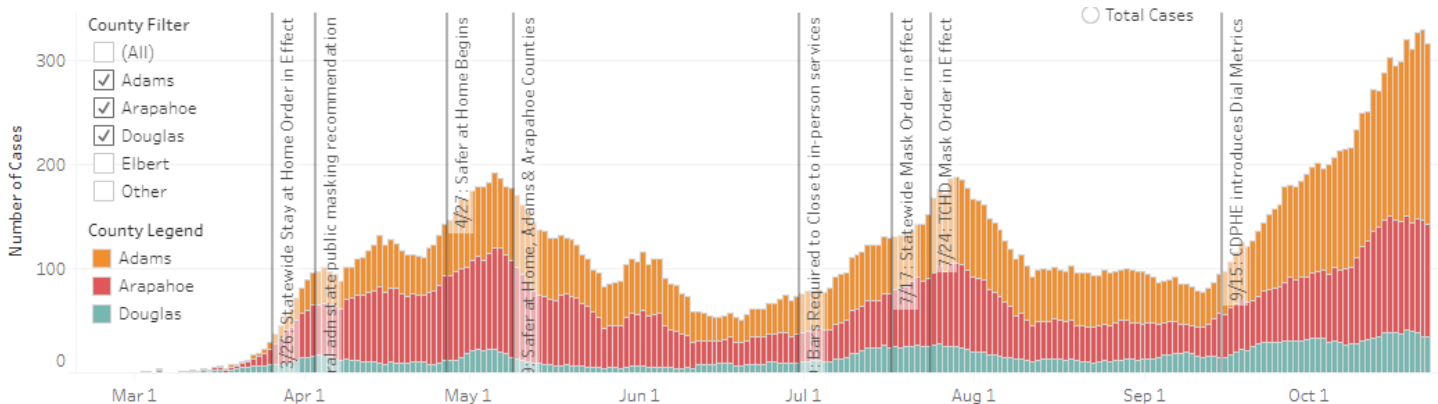
*Expectation: Updated Reopening Plan shared at August meeting. Discuss implementation to date.*

On Monday, September 28<sup>th</sup>, K-5 shifted to larger class sizes with all in-person students attending four days per week. Friday continues to be a full remote day for all students, which allows for additional planning and professional development time for teachers whose typical planning and professional development time during the week is still reduced due to implementation of a variety of public health precautions. This increase in in-person learning was going well for the first two weeks, and I had begun conversations with our elementary principals about adding in-person learning time on Fridays in the near future. Those conversations stalled when case rates in Adams County started rising dramatically and North Campus started experiencing a rise in quarantines of student cohorts.

Grades 6-12 have continued their hybrid learning model with relatively little interruption.

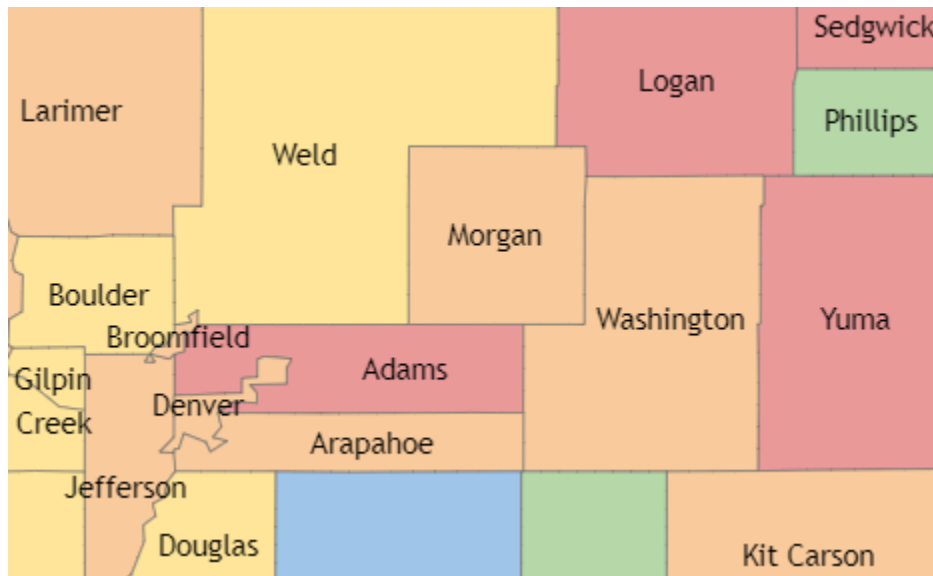
Pre-K operations have also gone relatively smoothly with their full-time five days per week schedule.

The current state of the pandemic in Adams County can best be described by the graph below:



Adams County managed to get case counts relatively under control at about the same time the school year began. From later August to early October, case counts held steady and The Academy was able to run instruction with a reasonable level of safety, quality, and continuity. By mid-October, case counts were increasing dramatically. Adams County is now showing case counts that are significantly worse than at any other point in the pandemic. The Academy began to feel the effects of this the week of October 12<sup>th</sup>. By Tuesday, October 20<sup>th</sup>, we had 8 cohorts on quarantine for a total of almost 175 students and nearly 25 staff. Between August 24<sup>th</sup> and October 20<sup>th</sup>, we were able to confirm 1 positive test result among all students and staff participating in in-person learning (there were some additional positive results among students learning remotely). In one 24-hour period around October 21<sup>st</sup>, we confirmed 5 positive test results among students and staff participating in in-person learning.

Adams County consistently ranks among the worst four counties in Colorado on the metrics tracked via the Colorado Department of Public Health’s dashboard.



Adams County is currently designated as Safer at Home: Level 2 on the state COVID-19 Dial. The Colorado Department of Public Health is currently implementing a 2-4 week monitoring period to determine if the Adams County should move to Safer at Home: Level 3. It seems likely that this will be the outcome. Furthermore, if current trends continue, by the time this monitoring period ends and Adams County moves up the dial, the data will actually indicate the potential need to be in Stay at Home status.

In response to the external and internal data described above, the Senior Admin Team made the call on October 20<sup>th</sup> to shift to a 14-day period of full remote learning for all students, PK-12. We are currently evaluating the potential to return to in-person learning in early November. We remain committed to in-person learning as long as it is safe, but we clearly have ongoing work to do to determine if that is reasonable.

I have worked with our Pre-K director in recent days to determine how our two Pre-K classes would respond if K-12 continues with an extended period of full remote learning. After consulting with Adams County Childcare Licensing, the Tri-County Health Department, and the Early Childhood Council, we feel that we have the green light to resuming in-person learning for these two classrooms on Monday, November 2<sup>nd</sup>.

### **Health and Safety Update**

*Expectation: CEO will update on health and safety precautions in place as well as any concerns that have arisen to date.*

This month’s health and safety update was covered in the section above.

### **Vision Development Update**

*Expectation: CEO will update on the current status of efforts to develop an Academy Vision Statement as*

*well as identify next steps.*

As discussed last month, The Academy is developing an application for the Response, Innovation, and Student Equity (RISE) Education Fund. This fund comes from the Governor's office and is meant to address learning challenges related to the economic, social, and health impacts of COVID-19 in a manner that creates sustainable innovations that improve student learning, close equity gaps, and enhance operational efficiency. The fund emphasizes the following:

- Innovative, locally driven solutions
- Addressing broad structural challenges and overcoming barriers to learning in ways that have the potential to be replicated in the future by others
- Advancing equity
- Prioritizing educator, family, and community input and support
- Providing new student-focused models of learning
- Dramatically rethinking the student experience
- Strengthening linkages between P-12, higher education, and industry, including work-based learning, improving transitions, apprenticeships, early colleges, and preparing students for in-demand careers and sectors in their community
- Catalyzing innovations that can drive long-term impact after the life of the grant

We feel that these criteria are an impressive match for the Pathways programming The Academy has been developing. As such, we are excited to apply and are hopeful about our chances. Given the centrality of Pathways to The Academy's developing vision, we feel the development of this grant application is also worth our time and effort even if we are not awarded funds because that work could still be put towards strategic planning and further development efforts.

Since our initial discussion, we submitted an application to the Gates Foundation for design and planning support connected to the RISE grant. Unfortunately, our application was not accepted. We have requested feedback from Gates and are waiting to receive it. We are continuing to work on the RISE application internally in preparation for the December due date.

We had an initial meeting earlier this week with folks from the Gateway to College program at Front Range in an effort to continue expanding our external Pathways partnerships, a key element of the grant criteria. We are also in the process of expanding our connections with CDE's Postsecondary & Workforce Readiness Office to identify other partnerships and opportunities. We are considering applying to participate in a Work-Based Learning Incubator Community of Practice that they are organizing. Lastly, we are moving forward with finalizing The Academy's partnership with Westminster Open Space to have our farm interns revitalize an old Victory Garden at Metzger Farm.

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## Chief Executive Officer (CEO) Board Report November 2020

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### **Reopening Plan Update**

*Expectation: Updated Reopening Plan shared at August meeting. Discuss implementation to date.*

In response to the external and internal data described below, the Senior Admin Team made the call on October 20<sup>th</sup> to shift to a 14-day period of full remote learning for all students, PK-12. When both external and internal data trends worsened over the following 10 days, the team decided to extend the period of full remote learning, likely through the end of the semester.

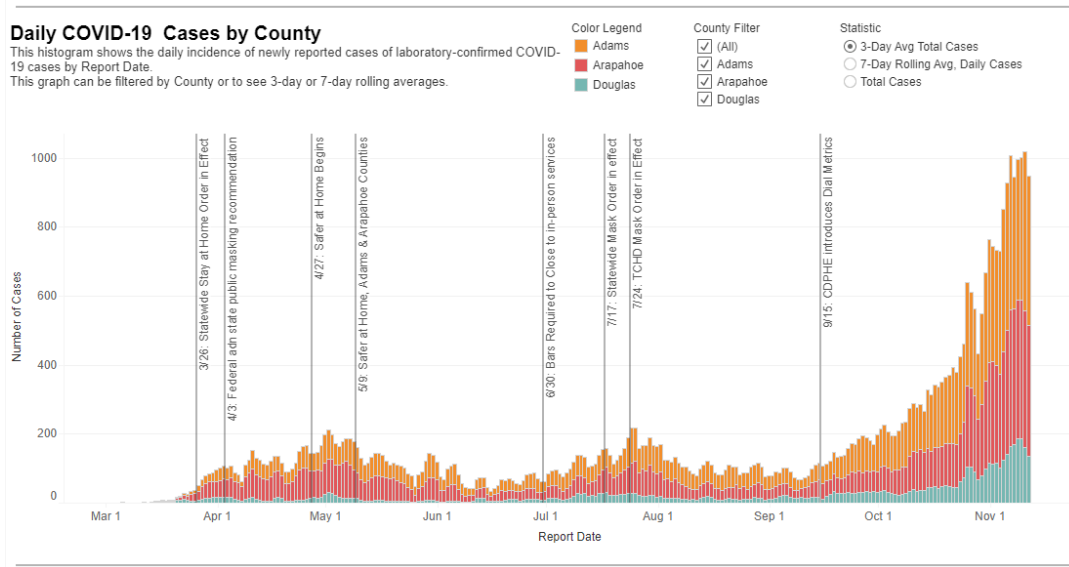
After consulting with Adams County Childcare Licensing, the Tri-County Health Department, and the Early Childhood Council, the Pre-K Director and I feel that we have the green light to continue in-person learning for the two Pre-K classrooms. They resumed in-person learning on Monday, November 2<sup>nd</sup>. There have been several individual quarantines due to external exposures during that time but no confirmed positive cases and things seem to be going smoothly.

We also remain committed to in-person learning for K-12 as long as it is safe, but we clearly have ongoing work to do to determine when that will be reasonable. At the moment, it is difficult to predict what the broader community situation will look like 6-8 weeks from now. State epidemiologists are predicting the current spike to continue at least through mid-December. Almost all districts in the metro area have now announced a shift to full remote learning for the time being but none have made decisions beyond the calendar year. The Academy’s Senior Admin Team remains hopeful that we will be able to resume in-person learning in January, and we are making plans with that goal in mind. We will send out a survey to families this month to get more information about their preferences. We expect to need to do some staff restructuring to account for the likelihood of more families choosing a full remote option even when we return to in-person learning, but we are hoping for the in-person option to resemble as closely as possible where we left off in October.

### **Health and Safety Update**

*Expectation: CEO will update on health and safety precautions in place as well as any concerns that have arisen to date.*

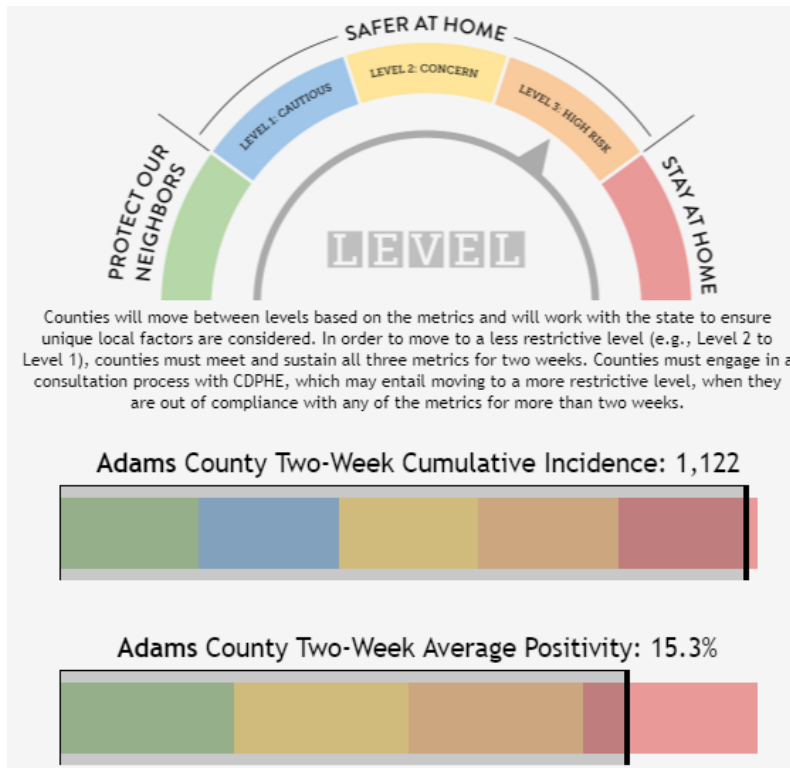
The current state of the pandemic in Adams County can best be described by the graph below:



Adams County managed to get case counts relatively under control at about the same time the school year began. From later August to early October, case counts held steady and The Academy was able to run instruction with a reasonable level of safety, quality, and continuity. By mid-October, case counts were increasing dramatically. Adams County is now showing case counts that are significantly worse than at any other point in the pandemic.

The Academy began to feel the effects of this the week of October 12<sup>th</sup>. By Tuesday, October 20<sup>th</sup>, we had 8 cohorts on quarantine for a total of almost 175 students and nearly 25 staff. Between August 24<sup>th</sup> and October 20<sup>th</sup>, we were able to confirm 1 positive test result among all students and staff participating in in-person learning (there were some additional positive results among students learning remotely). Between October 21<sup>st</sup> and October 30<sup>th</sup>, an additional 12 students and staff tested positive. This likely would have led to 6 cohorts being quarantined if we had still been in-person. October 30<sup>th</sup> is when we made the decision to extend the period of full remote learning beyond the initial 14 days. Since October 31<sup>st</sup>, we have confirmed another 6 positive test results among students and staff that likely would have 3 cohorts being quarantined if we had still been in-person.

Adams County consistently ranks among the three worst counties in Colorado on the metrics tracked via the Colorado Department of Public Health’s dashboard.



Adams County is currently designated as Safer at Home: Level 3/Orange on the state COVID-19 Dial. Although current data show the county should be in Stay at Home: Level Red, officials seem slow to make that designation official.

### Vision Development Update

*Expectation: CEO will update on the current status of efforts to develop an Academy Vision Statement as well as identify next steps.*

We have completed a draft [Statement of Work \(included in the board packet\)](#) for the RISE grant application that is due in December. This document represents The Academy’s most detailed effort yet to articulate the Pathways Initiative and how it fits within the school’s evolving vision and strategic planning. Please review that SoW for more details.

Two of the specific asks in the RISE grant application include funding for a full-time Pathways Coordinator position and funding for development of a marketing and communications plan. Cindy Borden has been working as our part-time, unofficial Pathways Coordinator for the past year and a half in addition to developing and teaching The Academy’s new entrepreneurship program. In addition to the fact that Cindy is nearing retirement, the Pathways Initiative is already growing larger than her role can handle with the potential to grow quite a bit more in the next few years – so long as we dedicate the necessary staffing to guide it. Cindy will join us for the December board meeting to discuss her work to-date in more detail and further outline the steps ahead, including identifying opportunities for board members to support the growth of our internship placement options.

In order to set a strong foundation for the Pathways Coordinator as well as reach the full potential of our updated vision and strategic planning work, The Academy needs to develop a more robust and

aligned marketing and communications plan, including website redesign. A strong vision will be of limited impact if we do not have a similarly strong plan for integrating that vision into the heart of the school and bringing its story to all of our stakeholders in a compelling way. In this sense, The Academy stands to benefit greatly from:

- Bringing all Academy staff together behind a clear, unified vision
- Putting forth a strong brand
- Identifying a thoughtful recruitment and marketing strategy
- Helping current families better understand why The Academy is the best place for their student
- Crafting a compelling message to future families about why they should choose The Academy
- Cultivating deep relationships with a wide range of community partners
- Developing an effective strategy for ongoing communications
- Organizing the work of the entire community to align with identified, strategic priorities
- Creating a platform for successfully managing a wide range of alternative programming connected to Pathways

Finalsite is an example of an education-focused consulting company that can support The Academy throughout this process. The board packet includes a description of Finalsite Advantage to demonstrate the kind of support we can seek with marketing and communications. In addition, the Finalsite Design document in the board packet demonstrates the potential of a high quality website redesign process. There are other companies that can provide similar services as well as other ways for us to move down this path with less external support, but this is an example of the kind of expertise that is available for us to tap.

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## Chief Finance and Operations Officer Board Report October 2020

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### **FINANCE COMMITTEE AGENDA & REVIEW**

#### **Committee Responsibilities for 20-21**

- Preliminary review of monthly financials prior ahead of Board
- Presentation of financial statements to board for discussion and/or approval
- Ensure annual budget is prepared in a timely manner
- Ensure resources to support school’s strategic direction; drives student achievement
- Monitors auditing process, including gauging feedback from auditor
- Identify long-term financial issues to address and make recommendations accordingly
- Set annual committee goals and regularly monitor progress

**Members Present:** *Greg Weaver, Tamela Miller-Carlson, Irina Szafranski, Melissa Dedrick, Andrea Foust, Mark Wilson.*

#### **Introduction**

*Expectation: Review agenda/goals and update any relevant resources for the committee in the past month.*

As listed above. Webinar links sent out to Committee for their reference.

#### **Financial Report Review**

*Expectation: Financial report sent out in advance. Review and discuss current position.*

Position regarding state revenue sources are running as expected. Discussed impact of reduced number of students in the building as well as reduced pupil activities and other COVID-related restrictions e.g. bingo. Confirmed that an October count number of 1862 was submitted to CSI (an increase of 23 students compared to last year), which will make a positive and welcome increase in this year’s PPR revenue. Salary expenditures are running slightly lower than usual due to the reduced number of PTO and/or substitute days we are seeing at the classroom level. Recent news from the USDA outlined the extension of free school meals for all students until the end of the academic year, which we are hoping will bring us closer to parity with our ongoing Food Services costs. Cost impacts of remote learning periods in this current year is an area to be closely examined over the next month.

| Acct           | Account Description     | Sept        | FY 2021 YTD  | FY 2021 Budget | YTD % of Budget | FY2021 Expected End of Year |
|----------------|-------------------------|-------------|--------------|----------------|-----------------|-----------------------------|
| <b>Revenue</b> |                         |             |              |                |                 |                             |
| 1500           | Earnings on Investments | \$175.37    | \$867.45     | \$42,000.00    | 2.1%            | \$42,000.00                 |
| 1600           | Food Services           | \$4,568.06  | \$31,011.27  | \$360,200.00   | 8.6%            | \$360,200.00                |
| 1700           | Pupil Activities        | \$30,666.35 | \$56,081.35  | \$675,500.00   | 8.3%            | \$675,500.00                |
|                | Community Services      |             |              |                |                 |                             |
| 1800           | Activities              | \$34,803.50 | \$46,429.50  | \$786,000.00   | 5.9%            | \$786,000.00                |
| 1900           | Other Local Sources     | \$8,853.30  | \$240,110.09 | \$289,870.00   | 82.8%           | \$289,870.00                |



|           |                                    |                       |                       |                        |              |                        |
|-----------|------------------------------------|-----------------------|-----------------------|------------------------|--------------|------------------------|
| 3000      | Revenue from State Sources         | \$46,065.76           | \$139,019.78          | \$427,494.42           | 32.5%        | \$427,494.42           |
| 3100      | Categorical Revenue                | \$35,978.00           | \$35,978.00           | \$221,090.99           | 16.3%        | \$221,090.99           |
| 3200      | Adjustments to Categorical Revenue | \$0.00                | \$0.00                | \$0.00                 |              | \$0.00                 |
| 3900      | Other Revenue From State Sources   | \$59,346.94           | \$905,894.87          | \$2,124,907.30         | 42.6%        | \$2,124,907.30         |
| 5200      | Interfund Transfers                | \$0.00                | \$0.00                | \$0.00                 |              | \$0.00                 |
| 5600      | Direct Allocations                 | \$1,209,275.61        | \$3,627,826.83        | \$14,139,205.00        | 25.7%        | \$14,139,205.00        |
| <b>11</b> | <b>Total Revenue</b>               | <b>\$1,429,732.89</b> | <b>\$5,083,219.14</b> | <b>\$19,066,267.71</b> | <b>26.7%</b> | <b>\$19,066,267.71</b> |

| Expenditure Summary             |                                      | Sept                  | FY 2021 YTD           | FY 2021 Budget         | YTD % of Budget | FY2021 Expected End of Year |
|---------------------------------|--------------------------------------|-----------------------|-----------------------|------------------------|-----------------|-----------------------------|
| 0100                            | Total Salaries                       | \$716,043.92          | \$1,420,121.20        | \$9,259,340.10         | 15.3%           | \$9,259,340.10              |
| 0200                            | Total Benefits                       | \$267,555.40          | \$635,537.51          | \$3,669,092.94         | 17.3%           | \$3,669,092.94              |
| 0300-0500                       | Total Purchased Svcs                 | \$261,620.15          | \$747,842.77          | \$4,045,693.67         | 18.5%           | \$4,045,693.67              |
| 0600                            | Total Supplies                       | \$115,690.32          | \$431,143.08          | \$1,394,281.00         | 30.9%           | \$1,394,281.00              |
| 0700                            | Total Property                       | \$0.00                | \$0.00                | \$0.00                 |                 | \$0.00                      |
| 0800                            | Total Fees/Pupil Activities          | \$60,355.41           | \$97,303.38           | \$697,860.00           | 13.9%           | \$697,860.00                |
| 0900                            | Total Other Uses                     | \$0.00                | \$23,333.00           | \$0.00                 |                 | \$0.00                      |
|                                 | <b>Total Expenditures</b>            | <b>\$1,421,265.20</b> | <b>\$3,355,280.94</b> | <b>\$19,066,267.71</b> | <b>17.6%</b>    | <b>\$19,066,267.71</b>      |
| <b>Total Expenditures</b>       |                                      | <b>\$1,421,265.20</b> | <b>\$3,355,280.94</b> | <b>\$19,066,267.71</b> | <b>17.6%</b>    | <b>\$19,066,267.71</b>      |
|                                 | Salary Accrual Adj.                  |                       | \$214,250.00          |                        |                 |                             |
| <b>Net Profit (loss)</b>        |                                      | <b>\$8,467.69</b>     | <b>\$1,513,688.20</b> | <b>\$0.00</b>          |                 | <b>\$0.00</b>               |
|                                 | Board Approved Beg. Fund Balance Use |                       |                       |                        |                 |                             |
| <b>Budgeted Margin</b>          |                                      |                       |                       | <b>\$0.00</b>          |                 | <b>\$0.00</b>               |
| <b>Beginning Fund Balance</b>   |                                      |                       |                       | \$2,486,635.94         |                 | \$2,486,635.94              |
| <b>Est. Ending Fund Balance</b> |                                      |                       |                       | <b>\$2,486,635.94</b>  |                 | <b>\$2,486,635.94</b>       |

### Fundraising Outline

*Expectation: COO to update on fundraising opportunity and begin discussions about planning needs.*

Overview of the fundraising plan outline was shared and discussed including elements of SMART goals, aligning with The Academy's mission and vision, and detailing our method of actions. Next steps will include identifying members of our community to join the committee as well tentatively laying out the calendar events for the year. An update of status will be provided at the November Board meeting.

### Audit Outline

*Expectation: Review draft audit as a group and hold executive session with auditor for committee to ask questions.*

Due to the impact of COVID on our auditing company, we presented the anticipated final draft to the committee and outlined the major takeaways from this year. Principally, we saw a positive increase in our General Fund balance (increased by \$306,487) as well as improving our overall net position (positive change of \$3,933,722) due to the bond refinance process we undertook at the end of last year. An executive session for the Committee was held with our auditor and we are scheduled to present the final document to the Board at the November meeting. Enquiries were made regarding succession planning controls for the finance department, which we will report back on in our next meeting.

#### **Self-Evaluation**

*Expectation: Finance Committee members discuss the meeting and provide feedback to COO to improve the processes and meeting efficiency moving forward.*

Committee self-rated at 4 – ‘Efficient meeting, Meets Expectations’

**Next Meeting: 5 Nov., 2020**

### **OPERATIONS UPDATE & REVIEW**

#### **Operations Updates**

*Finance:* See Finance Committee notes above

*Facilities:* Deferred maintenance decisions remain consistent in daily operations and will continue to be addressed on a case-by-case basis. Impact of facility staffing due to COVID has been an area we have needed to work through this month, but have been able to flex and substitute without significant issue. Our cleaning contractors have been a valuable partner and resource in this regard.

*HR:* The Academy was selected to undertake a CBI audit which is a new procedure being implemented across Colorado. It is now complete after working through IT support and has been submitted for feedback. Work on the upcoming Pay Equity Law and Healthy Family and Workplace Act remain the focus of attention ahead of next calendar year. Updated Title IX policies have been vetted by our legal team and will be ready for Board review in November. An obvious and significant focus has been supporting staff affected by COVID quarantines to ensure they remain financially secure and connected with the school whilst working off-site.

*Technology:* Significant support has been given to HR in their execution of the CBI audit, as well as finalizing a family tech document including community FAQs. This document has been included in our Principal newsletters to continue the support provided to families.

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## Chief Finance and Operations Officer Board Report November 2020

“Pursuing Truth, Wisdom, Excellence”

**Mission Statement:** The Academy serves our students to develop college ready, exemplary citizens by promoting excellence in academics, character and relationships.

### **FINANCE COMMITTEE AGENDA & REVIEW**

#### **Committee Responsibilities for 20-21**

- Preliminary review of monthly financials prior ahead of Board
- Presentation of financial statements to board for discussion and/or approval
- Ensure annual budget is prepared in a timely manner
- Ensure resources to support school’s strategic direction; drives student achievement
- Monitors auditing process, including gauging feedback from auditor
- Identify long-term financial issues to address and make recommendations accordingly
- Set annual committee goals and regularly monitor progress

**Members Present:** *Greg Weaver, Shawn Hamele, Irina Szafranski, Melissa Dedrick, Mark Wilson.*

#### **Introduction**

*Expectation: Review agenda/goals and update any relevant resources for the committee in the past month.*

As listed above. No further webinars that would move our committee’s understanding forward have become available. Brief discussion regarding Colorado ballots. Updates since our meeting are that Proposition E passed (nicotine tax to fund K-12), Amendment B (Repeal of Gallagher Amendment - stabilizes school funding) and Amendment C is currently ahead which helps support our bingo program.

#### **Financial Report Review**

*Expectation: Financial report sent out in advance. Review and discuss current position.*

Position regarding state revenue continues to run as expected. The challenge over the next few weeks will be to closely monitor the impact of our current remote learning period on the finances.

- Food services are continuing to operate throughout the closure due to the USDA support and in recognition of our families’ needs. Additionally, they have been granted the ability to serve 7 days’ worth of meals to our families now instead of five. We were reimbursed 42K for this program from our September service, which keeps us hopeful that we will be able to minimize the losses from not having students in the building.
- Due to CoVid, our Bingo program has been required to temporarily close. We do not yet have a timeline on when we will be able to pick this back up and begin bringing in that revenue again.
- After discussions with Tri-County Health, it was deemed both safe and permissible to continue our Pre-K instruction at North Campus throughout this closure, which will keep our tuition payments coming in.
- With the accountability checks and systems we have put in place, Purchased Services and Supplies continue to be running under budget (5-10% less), and are keeping us lower in our expenditure percentage than in previous years.
- Governor Polis has released his first outline for next year’s budget and listed it as a priority to return PPR to previous levels. Whilst this is far from being confirmed, the tone of the message was both

optimistic and encouraging to hear. Legislative updates will begin from January onwards once the session opens.

- CRF funds have been fully allocated for the year and submitted to CSI. Awaiting any potential feedback.
- Custodial contract has now been paused relative to our summer updates. This will save us approximately 46K over our period of closure. Duties and assignments will be picked up by our custodial crew in the meantime.
- Controllable maintenance costs continue to be closely monitored. New boiler quote came in at 100K (repair at 50K).

| Acct           | Account_Description     | Oct                   | FY 2021 YTD           | FY 2021 Budget         | YTD %<br>of<br>Budget | FY2021 Expected<br>End of Year |
|----------------|-------------------------|-----------------------|-----------------------|------------------------|-----------------------|--------------------------------|
| <b>Revenue</b> |                         |                       |                       |                        |                       |                                |
| 1500           | Earnings on Investments | \$148.00              | \$1,015.45            | \$42,000.00            | 2.4%                  | \$42,000.00                    |
| 1600           | Food Services           | \$1,422.95            | \$32,434.22           | \$360,200.00           | 9.0%                  | \$360,200.00                   |
| 1700           | Pupil Activities        | \$21,888.48           | \$79,969.83           | \$675,500.00           | 11.8%                 | \$675,500.00                   |
|                | Community Services      |                       |                       |                        |                       |                                |
| 1800           | Activities              | \$48,081.00           | \$92,510.50           | \$786,000.00           | 11.8%                 | \$786,000.00                   |
| 1900           | Other Local Sources     | \$1,985.00            | \$240,595.09          | \$289,870.00           | 83.0%                 | \$289,870.00                   |
|                | Revenue from State      |                       |                       |                        |                       |                                |
| 3000           | Sources                 | \$0.00                | \$140,519.78          | \$427,494.42           | 32.9%                 | \$427,494.42                   |
| 3100           | Categorical Revenue     | \$205,058.85          | \$241,036.85          | \$221,090.99           | 109.0%                | \$221,090.99                   |
|                | Adjustments to          |                       |                       |                        |                       |                                |
| 3200           | Categorical Revenue     | \$0.00                | \$0.00                | \$0.00                 |                       | \$0.00                         |
|                | Other Revenue From      |                       |                       |                        |                       |                                |
| 3900           | State Sources           | \$47,926.02           | \$953,820.89          | \$2,124,907.30         | 44.9%                 | \$2,124,907.30                 |
| 5200           | Interfund Transfers     | \$0.00                | \$0.00                | \$0.00                 |                       | \$0.00                         |
| 5600           | Direct Allocations      | \$1,209,275.61        | \$4,837,102.44        | \$14,139,205.00        | 34.2%                 | \$14,139,205.00                |
| <b>11</b>      | <b>Total Revenue</b>    | <b>\$1,535,785.91</b> | <b>\$6,619,005.05</b> | <b>\$19,066,267.71</b> | <b>34.7%</b>          | <b>\$19,066,267.71</b>         |

| Expenditure Summary |                           | Oct                   | FY 2021 YTD           | FY 2021 Budget         | YTD %<br>of<br>Budget | FY2021 Expected<br>End of Year |
|---------------------|---------------------------|-----------------------|-----------------------|------------------------|-----------------------|--------------------------------|
| 0100                | Total Salaries            | \$731,044.73          | \$2,151,165.93        | \$9,259,340.10         | 23.2%                 | \$9,259,340.10                 |
| 0200                | Total Benefits            | \$270,628.87          | \$906,166.38          | \$3,669,092.94         | 24.7%                 | \$3,669,092.94                 |
| 0300-               |                           |                       |                       |                        |                       |                                |
| 0500                | Total Purchased Svcs      | \$251,806.27          | \$1,004,271.04        | \$4,045,693.67         | 24.8%                 | \$4,045,693.67                 |
| 0600                | Total Supplies            | \$45,906.28           | \$476,979.86          | \$1,394,281.00         | 34.2%                 | \$1,394,281.00                 |
| 0700                | Total Property            | \$0.00                | \$0.00                | \$0.00                 |                       | \$0.00                         |
|                     | Total Fees/Pupil          |                       |                       |                        |                       |                                |
| 0800                | Activities                | \$19,509.43           | \$116,812.81          | \$697,860.00           | 16.7%                 | \$697,860.00                   |
| 0900                | Total Other Uses          | \$0.00                | \$23,333.00           | \$0.00                 |                       | \$0.00                         |
|                     | <b>Total Expenditures</b> | <b>\$1,318,895.58</b> | <b>\$4,678,729.02</b> | <b>\$19,066,267.71</b> | <b>24.5%</b>          | <b>\$19,066,267.71</b>         |

|                                 |                       |                       |                        |              |                        |
|---------------------------------|-----------------------|-----------------------|------------------------|--------------|------------------------|
| <b>Total Expenditures</b>       | <b>\$1,318,895.58</b> | <b>\$4,678,729.02</b> | <b>\$19,066,267.71</b> | <b>24.5%</b> | <b>\$19,066,267.71</b> |
| Salary Accrual Adj.             |                       | \$285,666.67          |                        |              |                        |
| <b>Net Profit (loss)</b>        | <b>\$216,890.33</b>   | <b>\$1,654,609.36</b> | <b>\$0.00</b>          |              | <b>\$0.00</b>          |
| Beg. Fund Balance Use           |                       |                       |                        |              |                        |
| <b>Current Margin</b>           |                       |                       | <b>\$0.00</b>          |              | <b>\$0.00</b>          |
| <b>Beginning Fund Balance</b>   |                       |                       | \$2,486,635.94         |              | \$2,486,635.94         |
| <b>Est. Ending Fund Balance</b> |                       |                       | <u>\$2,486,635.94</u>  |              | <u>\$2,486,635.94</u>  |

### Budget Outline

*Expectation: Outline process that has begun for the upcoming budget modification and review significant factors.*

The first draft of our budget modification has taken place. Each line of revenue and expenditure within our budget has been assessed and updated relative to our current position and best current understanding of the future. We have remained conservative in our predictions and remain conscious of the persistent instability regarding all elements of school finance currently. We currently stand at ~186K ahead at the end of the year (less any updates to the boiler repair). We will continue to develop further iterations over the upcoming weeks ahead of presenting the first-read to the Board in December. It continues to be a key priority to finish this year as far ahead as we possibly can to limit the level of reserves that we need to utilize in the future, understanding all the current recommendations are that next year will be tighter than this and knowing we have a substantial increase in our bond payments again moving into 21/22.

### Fundraising Outline

*Expectation: COO to inform committee of any fundraising updates and current status.*

The recent shift of learning model for all staff and students meant that the communication and time required to bring people together was short. However, we do have the document started with all major elements outlined in October and are on track to bring the first individuals to the table and introduce them to this big picture ahead of our December meeting. The intention continues to be that we will use this first layer to provide ideas and drive for the general direction of the plan ahead of using the Finance Committee and Board as filters to refine the events and messaging.

### Self-Evaluation

*Expectation: Finance Committee members discuss the meeting and provide feedback to COO to improve the processes and meeting efficiency moving forward.*

Self-rated at 4 – ‘Efficient meeting, Meets Expectations’

**Next Meeting: 3 December, 2020**

## OPERATIONS UPDATE & REVIEW

### Operations Updates

*(added and updated from October’s notes, due to no official Board meeting)*

*Finance: See Finance Committee notes above*

*Facilities:* Deferred maintenance decisions remain consistent in daily operations and will continue to be addressed on a case-by-case basis. Impact of facility staffing due to COVID has been an area we have needed to work through recently, but have been able to flex and substitute without significant issue. Our cleaning contractors have been a valuable partner and resource in this regard but, as outlined above, we are moving into direct support from our internal custodial crew now we have switched into a full remote learning period.

*HR:* The Academy was selected to undertake a CBI audit which is a new procedure being implemented across Colorado. It is now complete after working through IT support and has been submitted for feedback. Work on the upcoming Pay Equity Law and Healthy Family and Workplace Act remain the focus of attention ahead of next calendar year. Updated Title IX policies have been vetted by our legal team and are ready for Board review. An obvious and significant focus has been supporting staff affected by COVID quarantines to ensure they remain financially secure and connected with the school whilst working off-site. Open Enrollment for staff to select benefits has been a key priority over the past two months.

*Technology:* Significant support has been given to HR in their execution of the CBI audit, as well as finalizing a family tech document including community FAQs. This document has been included in our Principal newsletters to continue the support provided to families. Ongoing reflection and support during this remote period continues to yield minimal problems, which we believe we can attribute to strong preparation throughout summer and at the start of the school year.

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# The Academy

“Pursuing Truth, Wisdom, Excellence”

Mission Statement: The Academy serves our students to develop college ready, exemplary citizens by promoting excellence in academics, character and relationships.

## **SACademic Committee Report – October 2020 Meeting**

In the SACademic Committee’s first meeting of the 2020-21 school year, the agenda focused on identifying an adjusted purpose for the group amidst an out of the ordinary year. It was incredibly impactful to hear perspectives from a number of teachers representing a wide range of grade levels as well as parents. The committee felt strongly that one of the highest priorities for The Academy this year needs to be helping our community - staff, students, and families - avoid burnout. Here are some of the themes that came out:

- Quality over quantity
- Slow down curriculum pacing
- Provide clearer expectations for families
- Increase focus on soft skills and relationships
- Support collaboration among teachers that focuses on sharing promising approaches without adding platforms

We tasked each teacher member of the committee to talk with at least 3 colleagues before our next meeting to gather their perspectives on burnout and/or collect promising approaches. At our November meeting, we will work toward creating a more concrete plan for supporting our community throughout the year.

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**The Academy of Charter Schools**  
Data Dashboard 2020-21

|                          | K-2   | 3-5  | 6-8  | 9-12  |                             |
|--------------------------|---|--|--|---|-----------------------------|
| <b>Academics<br/>40%</b> | Reading   | Reading  | Reading  | Graduation  |                             |
|                          | 67.6% SGP 50+<br>(3 Points)                         | 66% SGP 50+<br>(3 Points)                                  | Median CGP 55+<br>(2 Points)                                     | 100%<br>(3 Points)                                    |                             |
|                          | Math  | Math   | Math   | College Acceptance                                    |                             |
|                          | 60% SGP 50+<br>(3 Points)                           | 64% SGP 50+<br>(3 Points)                                  | Median CGP 55+<br>(2 Points)                                     | 78.5%<br>(3 Points)                                   |                             |
|                          | Writing   | Writing  | Writing  | SAT   |                             |
|                          | 90% Proficient<br>(3 Points)                        | Create Baseline for<br>Wonders Genre Writing<br>(3 Points) | 75% Proficient<br>(3 Points)                                     | 1040<br>(3 Points)                                    |                             |
|                          |   |  |  | GPA   | GPA                         |
|                          |   |  |  | 84% at 3.0+<br>(3 Points)                             | 77.8% at 3.0+<br>(3 Points) |
| <b>Culture<br/>20%</b>   | *Staff & Student Morale & Well-Being<br>(10 Points) |  | *Staff & Student<br>Interpersonal<br>Effectiveness<br>(5 Points) | *Staff & Student Morale &<br>Well-Being<br>(5 Points) |                             |



|                                 |  |                                     |   |  |
|---------------------------------|--|-------------------------------------|---|--|
| <b>Finance</b><br><b>20%</b>    | <b>Compliance</b>  | <b>TABOR</b>                        | <b>Cash on Hand</b>                             | <b>Long-Term Planning</b>  |
|                                 | 100% Financial Transparency Act Requirements<br>(5 Points)<br><br><a href="#">Click here for details</a>   | 3% TABOR Fully Funded<br>(5 Points) | Bond Requirement Met<br>(65 days)<br>(5 Points) | - Scenario Planning Process for 21-22<br>- Prioritized List of Reserve Usage Options<br>(2.5 x 2 = 5 Points) |
| <b>Operations</b><br><b>10%</b> | <b>Health &amp; Safety</b>   |                                     |   |  |
|                                 | <ul style="list-style-type: none"> <li>• Reopening Plan Approved by CSI &amp; Tri-County Health Department (2 Points)</li> <li>• 80% of Staff Report Satisfaction w/ Implementation of Health Precautions (2 Points) <ul style="list-style-type: none"> <li>• Maintain Responsive Safety Plan in Coordination with SRO (2 Points)</li> </ul> </li> <li>• Maximize Functioning of HVAC Systems, Cleaning Procedures and Facility Sanitization (2 Points) <ul style="list-style-type: none"> <li>• Maintain Consistent Communication with Staff &amp; Families (2 Points)</li> </ul> </li> </ul> |                                     |   |  |
| <b>Governance</b>               | <b>CEO Evaluation</b>  | <b>Board Self-Evaluation</b>        | <b>Board Training</b>                           | <b>Board Succession Plan</b>   |

|            |  |  |   |   |
|------------|--|--|---|---|
| <b>10%</b> | Draft Eval in September, Complete Mid-Year in February, and Complete Final in June<br>(2.5 Points) | Complete Eval at Retreat, Review in August, Publish in September<br>(2.5 Points) | Complete Annual Training at Retreat, Introductory Training for New Board Members Upon Joining, and Appropriate Committee Training<br>(2.5 Points) | Transition to New Officer Roles, Identify Two New Board Members to Join for 21-22, and Recruit Two Potential Board Members for the Future<br>(2.5 Points) |
|------------|--|--|---|---|

**\*K-2 Culture Goal:**

The emphasis in lower elementary this year is on staff and student morale and well-being.

20-21 Culture WIG: 80% of staff and students will indicate they are an important part of the Wildcat community and they feel effective, empowered, respected, fulfilled, and supported as reported by the Leader in Me survey. This survey will be given 3 times this year (Fall, Winter, and Spring) to measure growth and areas for improvement.

**\*3-5 Culture Goal:**

The emphasis in upper elementary this year is on student and staff morale and well-being.

20-21 Culture WIG: 80% of staff and students will report they are happy to be at work or school, they feel valued at work or school, and feel like they are an important part of the community as reported by the Leader in Me survey. This survey will be given 3 times this year (Fall, Winter, and Spring) to measure growth and areas for improvement.

**\*6-8 Culture Goal:**

Middle school is working to develop a highly functioning, self-directed community that is lovingly supported in their journey to develop passions, define identity, practice inter/intrapersonal skills, cultivate joy, and contribute meaningfully to our world. We treat one another with respect and dignity while working together in a fun environment designed for middle level education.

20-21 Culture WIG: 80% of staff and students will average a 4.0 or higher on their overall Interpersonal Effectiveness score by Spring 2021.

**\*9-12 Culture Goal:**

The focus at high school is to emphasize student and staff well-being and overall morale this school year. Much emphasis is being placed on individual outreach, building community, and working to ensure that self-care is a top priority during these interesting times. This lines up with the work we started last year and would continue to ensure that our students and staff feel valued as well as an important part of the

community. During the first quarter of this year, much emphasis has been placed on Growth Mindset with multiple workshops being presented to both students and staff members. This was a conscious decision to guide and support everyone as we return to an uncertain situation. The high school will likely continue to navigate each quarter with a new theme.

20-21 Culture WIG: 80% of staff and students will report they are happy with their teaching or learning, they feel valued at work or school, and feel like they are an important part of the community as reported by the Leader in Me survey. This survey will be given 3 times this year (Fall, Winter, and Spring) to measure growth and areas for improvement.

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**The Academy of Charter Schools**  
**CEO Evaluation 2020-21**

|                          | <b>K-2</b>  | <b>3-5</b>   | <b>6-8</b>   | <b>9-12</b>   |
|--------------------------|---|--|--|---|
| <b>Academics<br/>40%</b> | <b>Reading</b>                                      | <b>Reading</b>   | <b>Reading</b>   | <b>Graduation</b>                                     |
|                          | 67.6% SGP 50+<br>(3 Points)                         | 66% SGP 50+<br>(3 Points)                                  | Median CGP 55+<br>(2 Points)                                     | 100%<br>(3 Points)                                    |
|                          | <b>Math</b>   | <b>Math</b>  | <b>Math</b>  | <b>College Acceptance</b>                             |
|                          | 60% SGP 50+<br>(3 Points)                           | 64% SGP 50+<br>(3 Points)                                  | Median CGP 55+<br>(2 Points)                                     | 78.5%<br>(3 Points)                                   |
|                          | <b>Writing</b>                                      | <b>Writing</b>   | <b>Writing</b>   | <b>SAT</b>  |
|                          | 90% Proficient<br>(3 Points)                        | Create Baseline for<br>Wonders Genre Writing<br>(3 Points) | 75% Proficient<br>(3 Points)                                     | 1040<br>(3 Points)                                    |
|                          |   |  |  | <b>GPA</b>  |
|                          |   |  | 84% at 3.0+<br>(3 Points)  | 77.8% at 3.0+<br>(3 Points)                           |
| <b>Culture<br/>20%</b>   | *Staff & Student Morale & Well-Being<br>(10 Points) |  | *Staff & Student<br>Interpersonal<br>Effectiveness<br>(5 Points) | *Staff & Student Morale &<br>Well-Being<br>(5 Points) |

**Point Calculation for Academics**

*Option A*

- Full Points: final result within 5 points of goal
- Half Points: final result within 10 points of goal
- Zero Points: final result more than 10 points below goal
- Bonus Point: final result exceeds goal by 2 points or more

*Option B*

- Completion of process oriented task list: goal setting, data collection, data analysis, data reporting, action planning

**Point Calculation for Culture**

*Option A*

- Full Points: final result within 5 points of goal
- Half Points: final result within 10 points of goal
- Zero Points: final result more than 10 points below goal
- Bonus Point: final result exceeds goal by 2 points or more

*Option B*

- Completion of process oriented task list: goal setting, data collection, data analysis, data reporting, action planning

|                           |  |   |  |  |
|---------------------------|--|---|--|--|
| <b>Finance<br/>20%</b>    | <b>Compliance</b>  | <b>TABOR</b>  | <b>Cash on Hand</b>  | <b>Long-Term Planning</b>  |
|                           | 100% Financial Transparency Act Requirements (5 Points)<br><a href="#">Click here for details</a>  | 3% TABOR Fully Funded (5 Points)  | Bond Requirement Met (65 days) (5 Points)  | - Scenario Planning Process for 21-22<br>- Prioritized List of Reserve Usage Options (2.5 x 2 = 5 Points)  |
| <b>Operations<br/>10%</b> | <b>Health &amp; Safety</b>   |   |  |  |
|                           | <ul style="list-style-type: none"> <li>Reopening Plan Approved by CSI &amp; Tri-County Health Department (2 Points)</li> <li>80% of Staff Report Satisfaction w/ Implementation of Health Precautions (2 Points) <ul style="list-style-type: none"> <li>Maintain Responsive Safety Plan in Coordination with SRO (2 Points)</li> </ul> </li> <li>Maximize Functioning of HVAC Systems, Cleaning Procedures and Facility Sanitization (2 Points) <ul style="list-style-type: none"> <li>Maintain Consistent Communication with Staff &amp; Families (2 Points)</li> </ul> </li> </ul> |   |  |  |
| <b>Governance<br/>10%</b> | <b>CEO Evaluation</b>  | <b>Board Self-Evaluation</b>  | <b>Board Training</b>  | <b>Board Succession Plan</b>   |
|                           | Draft Eval in September, Complete Mid-Year in February, and Complete Final in June (2.5 Points)  | Complete Eval at Retreat, Review in August, Publish in September (2.5 Points) | Complete Annual Training at Retreat, Introductory Training for New Board Members Upon Joining, and Appropriate Committee Training (2.5 Points) | Transition to New Officer Roles, Identify Two New Board Members to Join for 21-22, and Recruit Two Potential Board Members for the Future (2.5 Points) |

|  |   |   |
|--|---|---|
| <u><b>Point Calculation for Finance</b></u> <ul style="list-style-type: none"> <li>Full Points: goal completely met</li> <li>Half Points: goal partially met</li> <li>Zero Points: goal completely unmet</li> <li>Bonus Point: all goals completely met</li> </ul> | <u><b>Point Calculation for Operations</b></u> <ul style="list-style-type: none"> <li>Full Points: goal completely met</li> <li>Half Points: n/a</li> <li>Zero Points: goal unmet</li> <li>Bonus Point: all goals completely met</li> </ul> | <u><b>Point Calculation for Governance</b></u> <ul style="list-style-type: none"> <li>Full Points: goal completely met</li> <li>Half Points: n/a</li> <li>Zero Points: goal unmet</li> <li>Bonus Point: all goals completely met</li> </ul> |
|--|---|---|

CEO Evaluation will be calculated out of a total of 100 points and aligned with the following performance ratings:

**EXEMPLARY: 90+**

**SATISFACTORY: 80 – 89.5**

**DEVELOPING: 70 – 79.5**

**UNSATISFACTORY: 69.5-**

## Community Needs

1. *Provide a description of the impact of the COVID-19 crisis on your community, including how COVID-19 has disproportionately affected certain students in your community or your campus.*

The Academy is in Adams county, Colorado's second-highest county for both cases and deaths (behind Denver county). The Academy transitioned to a hybrid model with cohorts on campus following two initial weeks of full-remote learning. However, by October 21<sup>st</sup>, staff/student confirmed cases, exposure, and resulting quarantine severely impacted our ability to continue on campus and we returned to full remote learning.

Students most marginalized by the COVID-19 crisis fall into two, often overlapping groups:

- those who were challenged by traditional academic pathways prior to the pandemic and remote learning (defined below)
- those for whom an academic lifeline is difficult to maintain remotely

Meticulous monitoring of student progress including "students of concern" lists (which are dominated by people of color) allow daily communication *about* and *with* struggling students and their families. Common elements emerge, confronting families who struggle economically, are often minority, and which this proposal seeks to mitigate:

- learning styles which conflict with the independence and self-discipline necessary for remote learning success
- technology – desktop computers or laptops robust enough to cope with rigorous technology requirements are not available at home so students must use school-provided Chromebooks which are often inadequate and locked down by requisite I.T. firewalls
- data packages comprehensive enough to accommodate all-day learning
- a lack of adequate Wi-Fi connections
- parents who work service-industry jobs and are not as available to assist their children at home
- living and study space too small for multiple children sharing equipment

These issues are compounded for our English-Language Learners and Special Education students. These are students for whom direct daily contact with adult instructors is crucial not only to academic achievement but to their sense of well-being. These students rely heavily on regular intervention, guidance, and feedback. Although remote learning is no one's ideal, these are the students most disenfranchised by COVID-related restrictions and our target population for this proposal. High-performing students customize their learning instinctively. These marginalized students form our Pathways recruitment pool.

Ironically, those students participating in Internships through the Pathways program are among the very few still experiencing education in a physically present context.

## Response to Needs

*2. Provide a description of how your proposed project plan addresses the community needs identified above, including how you conducted outreach to parents, educators, students, and your community in developing your application.*

Our Pathways Initiative is a direct response to students, parents, and community members who have expressed desire for expansion of our college-preparation mission. Not all 7-12 students are ready or even interested in college as their end-game, regardless of family expectations. These students possess a range of aptitudes and interests which, if encouraged and pursued, unlock equitable and successful postsecondary opportunities.

If we limit student preparation to skills associated with a traditionally academic-oriented college prep approach, we do many of our students and their families a disservice. Pathways programming is deliberately designed to expose students to platforms and skills critical for success in life and the workplace. For example, platforms ubiquitous in schools such as Google must be enhanced with such practical platforms as Adobe and the Office Suite. Employers consistently voice frustration with high school workers who cannot save a file or manage a PDF document because they are so accustomed to Google structure.

Expansion of our Pathways Initiative captures these targeted students by identifying them and guiding them into customized learning plans designed to capitalize on *their* strengths and interests. Pathways students are those for whom traditional academic instruction is challenging, social-emotional stability is fleeting, and external support is insufficient. The result is often alienation from school life rather than deep engagement with learning. In contrast, a well-supported Pathways experience can help students connect passion, meaning, and purpose with their educational experience in a way that has the dual benefit of preparing them for life success as well as reengaging them with the core academic work that will keep post-secondary educational opportunities within reach. Creating success for these students takes rigorous monitoring, consistent and frequent communication, and regular evaluation. For these reasons, our largest budget request is a full-time Pathways Coordinator.

A significant administration turnover, precipitated by the sudden death of our CFO last December, has crystalized our strategic planning. The CEO and CFO positions and four of five level principals are now filled by people new to the positions. Additionally, a mix of new and experienced Board members contribute to this sea change. This, combined with COVID-19 restrictions and this funding opportunity, is the perfect moment to explore and implement innovation. Administration, consultants, educators, parents, and community partners have been meeting over the summer and into this fall engaging in this strategic planning process. Assistance from these design and planning partners is distilling our vision into a workable strategic map.

## Project Plan

3. Provide a description of your proposed project plan, including how such a plan addresses the identified areas of focus, why this project is effective and necessary, any evidence to support this project plan, and how the project will improve student and family outreach and engagement in the learning process.

The following table creates context for the request in this proposal:

| <b>What Pathways programs are currently being offered/expanded?</b>  | <b>Pathways:</b>   | <b>How do Pathways opportunities create success?</b>   |
|--|--|--|
| <ul style="list-style-type: none"> <li>• W.I.L.D. at all grade levels – guided exploration in a variety of fields (<b>W</b>orking Together, <b>I</b>nvestigation Focused, <b>L</b>earning Differently, <b>D</b>iscovery Led)</li> <li>• AgCademy – interdisciplinary agricultural lessons connecting students to nature while teaching crop science, management, small construction, and marketing culminating in a school-sponsored Farmer’s Market</li> <li>• Entrepreneurship - a menu of four one-semester business courses designed to ready students for the workplace</li> <li>• Capstone – a student-directed project, investigating the impact the student hopes to make on the world after graduation</li> <li>• Internships/Work Study – a program of placement in community businesses, non-profits, and service industries designed to expand both the availability and the expectations of workplace opportunities</li> <li>• Concurrent Enrollment with a nearby community college literally in our back yard</li> <li>• I.T. platforms and innovation which support, expand, and contribute to each Pathway</li> <li>• School store – a comprehensive marketplace providing staff, students, and families a distinctive Academy experience</li> <li>• Student Cadets (older students mentoring/tutoring/assisting younger students)</li> <li>• <i>Where In The World?</i> – exploring global learning opportunities</li> </ul> | <ul style="list-style-type: none"> <li>• Meet learning styles with options rather than retro-fitting</li> <li>• Provide guided exploration beyond core academics</li> <li>• Encompass elective options that supplement (not supplant) academics</li> <li>• Embrace essential skills/competencies for career readiness</li> <li>• Address gaps in opportunities</li> <li>• Provide an avenue for diverting rather than penalizing behavioral challenges</li> <li>• Encourage strategies for flaming a “fire” that begins in a particular direction and, simultaneously, encouraging further exploration if something flames out</li> <li>• Avoid assessing aptitude and subsequent tracking</li> <li>• Capitalize and nurture individual learning styles</li> </ul> | <ul style="list-style-type: none"> <li>• Engage students directly with our community</li> <li>• Offer more diversified postsecondary options</li> <li>• Provide exploration without direct GPA consequence</li> <li>• Explore and develop analytical, research, imaginative, and critical thinking skills</li> <li>• Remove fear and stigma by developing strategies for navigating failure and encouraging subsequent exploration</li> <li>• Expand focus beyond academics</li> <li>• Provide real-life, real-time skill application</li> </ul> |



*Proposed Plan.* Specifically, this funding provides:

- A fulltime position dedicated to Pathways creation, management, and sustainment with specific identification of and deliberate attention to at-risk youth
- A halftime position dedicated to delivery of the Entrepreneurship program
- Redesign of the school website to cultivate relationships with external partners – for instance, establishing a portal through which a variety of users (funders, investors, employers, interns, families) can more rigorously support the experience of students working in the community
- Development of student recruitment and enrollment processes in order to better communicate the Pathways vision to families and the surrounding community with an emphasis on reaching underserved populations
- Development of communications and marketing materials designed to further engage community partners to host internships, mentor students, contribute professional expertise, and otherwise enrich the Pathways experience
- Internship enhancement to include increased rigor, support, and accountability
- Farm buildout at a community sight already apportioned - a project with tremendous community partnerships already in place (more detail on page 4)
- A high-end mobile technology lab providing STEAM-based learning on computers robust enough to manage graphics and video editing, software development, accounting, web development, science labs and other real-world applications
- A permanent outdoor classroom structure allowing for organized, flexible learning time beyond the classroom
- Wi-Fi hotspots to loan students/families who have insufficient Internet access at home

*How this addresses our proposed focus.*

This proposal highlights and enhances our Pathways Initiative, which expands programming options for our 7<sup>th</sup>-12<sup>th</sup> grade students beyond traditional curricular offerings to better engage them in the moment and better prepare them for an increasingly complex definition of postsecondary success. This is a *supplement* to our original mission rather than a replacement. We rigorously encourage college admissions; this expansion secures options and builds better foundations for students for whom college is not an immediate consideration. After participating in the Pathways Initiative, our most impacted students will be prepared with multiple life options following high school graduation, college attendance being one. We believe college acceptance, attendance, retention and success rates will be improved among these students with this increase in deliberate identification and preparation.

The mission of The Academy's postsecondary focus has been evolving for the past two years. The context of COVID-19 has both set this work back and made its importance clearer than ever. Our resulting strategic planning efforts have pushed us to further reexamine how to best prepare all our students with a broader definition of *postsecondary success* as well as emphasize how this work will particularly benefit our most vulnerable students.

*Why this proposal is effective and necessary and will improve student and family outreach and engagement in the learning process.*

Expanding and prioritizing our Pathways Initiative with these requests delivers:

- A more deliberate recruitment of struggling students into The Academy and into Pathways programming
- Increased higher education retention and success rates by identifying those ready for college (offering higher academic standards) and those for whom career postsecondary options are more appropriate (providing diverse exploration)
- Identifying students at risk for the “school-to-prison-pipeline” and providing specific interventions
- Additional community partnerships through expansion of Internships, Capstone partners, Farm collaborators, Business entities, youth-mentoring-youth, and community stakeholders
- Alternative learning environments for students who struggle in the traditional building with conventional instruction, thereby better engaging them in their overall educational experience – with the incidental benefit of reducing daily numbers and movement within the building
- Expanded learning day to evenings and weekends with direct access to instructors without being in the building
- Learning modes that can continue uninterrupted and in-person even when the traditional academic program is forced to switch to full remote learning (internships and work study)
- A COVID-sensitive venue for:
  - Meetings with community/business partners where students can participate in negotiations, interviews, research, and networking
  - students who are experiencing in-school or out-of-school suspension to stay connected to learning removed from in-building distractions

- athletes and extra-curricular program students who miss classes during the scheduled school day

*Evidence to support this plan.* Our Pathways rationale reflects research in current industry sector gaps and hiring manager surveys about employee readiness. Today's secondary students are more likely – even than their millennial counterparts – to experience multiple careers. Skills which are adaptable to a variety of markets are critical. In fact, we need to be preparing our students for jobs and careers which do not yet even *exist*. Skills such as critical analysis, ethical reasoning, decision-making, recognizing patterns, investigation, and conflict resolution go beyond traditional “soft skills” and are targeted in each of these Pathways learning opportunities. Considerable evidence and research support that the path to success for our graduates includes reimagining higher education, linking academics to the workplace and our communities, and improving job seeking and keeping.

## **Partners**

*4. Identify partners involved in drafting and implementing your project plan, including roles of such partners.*

### R.I.S.E. Funding Partners and Essential Stakeholders

- Students who seek extraordinary learning opportunities outside the academic day
- Students who are marginalized by conventional instruction but rise to customized atypical experiences like Capstone, AgCademy, Entrepreneurship, and Internships
- *Gateway to College* program partnered with *Achieving the Dream* – an intense and robust support structure designed to assist those at risk of dropping out with dual enrollment success. Reimagines both high school and postsecondary success.
- A mentorship program linking high-functioning Academy students with at-risk youth using the Positive Action program encouraging collaborative self-advocacy strategies. Partnerships with local alternative schools benefit *both* entities.
- Clinical psychologists Weber and Haroutunian to advise on the mentorship program
- Northstar Correctional Education Services – with experience in public and prison schools nationwide, Northstar specializes in education of at-risk populations and will partner to address dynamic risk and need factors in students and assist in strategies that mitigate these factors
- Cities of Westminster and Broomfield who have partnered with The Academy to provide land for a school-sponsored Victory Farm at Metzger Farm open space, contributing funds and guidance for infrastructure
- Businesses who have accepted Academy Interns, including a local hospital, a chiropractic office, several local non-profits, a childcare After School program, and criminal justice advocates. Each has contributed to the research supporting this proposal.

- Educators who have committed to Concurrent Enrollment courses with our local community college by securing adjunct faculty credentials

### **Sustainability**

*5. Describe how your project plan will be sustainable after the grant period, including any in-kind or other donations provided.*

Currently, the Pathways Initiative is directed by two part-time contracted employees who are both licensed educators and local business owners. Their networks are invaluable in establishing and expanding community involvement. For the program to flourish a fulltime, dedicated, visionary person needs to assume the helm. The two consultants are nearing retirement so seamless transition is a timely matter. This fulltime person will facilitate all aspects of the Pathways Initiative including:

- partnership recruitment and management
- student recruitment and accountability
- coordination with existing academic pursuits
- fundraising and fiscal sustainability
- mediation among families, students, and stakeholders
- community engagement

A large donation from a local family is earmarked to further fund the Pathways Initiative, specifically with a workplace readiness and at-risk youth focus. This donation will also serve as the backbone for a community-wide matching campaign with the goal of evolving into a sustainable, long-term pipeline of support for the Pathways Initiative. The Academy will continue to dedicate personnel, resources, and funds to the Pathways consultants, to CE credentialing and coursework, to the AgCademy Farm project, to I.T. partnerships, to Internships, to the expansion of the business program, and to Capstone launch and continuation.

### **Evaluation**

*6. Describe how the applicant proposes to measure progress, both utilizing shorter and longer term indicators of progress. Describe the intended outcomes of the project.*

The following Logic Model demonstrates all stages of the Pathways Initiative and projected outcomes, both formative and summative.

**Addendum A**

**Pathways Logic Model**  
The Academy of Charter Schools -- Westminster

