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**The Academy
Board of Directors**

*Executive Work Session
Monday, December 13, 2021
5:30 – 6:55pm*

Agenda

Monthly Board Communications Review 30 Minutes
Expectation: Each month, Board members will acknowledge and discuss any community feedback or complaints that have been received since the last meeting.

Review Discipline Procedures 30 Minutes
Expectation: As part of standard, annual practice and in response to recent community feedback, the CEO will outline upcoming steps for reviewing and updating school discipline procedures for inclusion in the 2022-23 Student & Family Handbook.

School Safety Review 20 Minutes
As part of standard, annual practice and in response to recent school shootings in Michigan and Colorado, the CEO will outline upcoming steps for reviewing and updating school safety procedures as part of The Academy's Emergency Operations Plan.

#BeABlessing Campaign 5 Minutes
Expectation: The CEO will update Board members on plans to conclude the #BeABlessing Campaign.

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**The Academy
Board of Directors**

*Board Meeting
Monday, December 13, 2021*

7:00pm

Agenda

Consent Agenda	
Moved by	
2 nd By	
Action	

Y/N/P/A	Name
	Drewlow, S
	Klenjoski, D
	Coffee, A.
	Sanchez, K
	McDuffee, A
	Fransua, L
	Hamele, S

- 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 [November 15, 2021, 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 2 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.

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V. Reports from Directors, Principals, and Committees

- a. [CEO Report](#) – *Expectation: CEO will update the board on the current status of the school’s pandemic precautions as well as progress toward strategic goals.*
- b. Committee Reports – *Expectation: Committee chairs will update the board on progress with each committee.*
 - i. [Finance](#) – See meeting minutes
 - ii. SACademic – No meeting this month
 - iii. PTO – No meeting this month

VI. Presentation and Discussion

- a. Charter School Institute’s Annual Review of Schools – *Expectation: The Board will review and discuss CSI’s annual review of The Academy’s performance and related accreditation rating.*
 - i. [The Academy Charter School CARS 2021 Final](#)
 - ii. [CARS One Pager](#)
 - iii. [CARS Handbook](#)
- b. [Audit Review](#) – *Expectation: The Board will hear a summary from the external auditor on the results of the 2021 financial audit.*
- c. [1st Read of Mid-Year Budget Modification](#) - *Expectation: The Board will discuss the proposed budget modification.*
- d. Work Session Summary – *Expectation: The board Chair will summarize the topics discussed during the work session prior to this formal meeting.*

VII. Executive Summary

- a. N/A

VIII. Board Meeting Self-Scoring – *Expectation: The board will self-score their performance for the meeting according to preset criteria.*

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

 /4

IX. Adjourn Meeting

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Board of Directors
Board Meeting Minutes
Monday, November 15, 2021

Board Members Present:

Kevin Sanchez	Chairperson
Sarah Drewlow	Vice Chairperson
Dan Klenjoski	Board Member
Autumn Coffee	Secretary
Amy McDuffee	Board Member
Laurissa Fransua	Board Member
Shawn Hamele	Treasurer

Also Present:

Brent Reckman	CEO
Mark Wilson	COO
Andrea Foust	Finance Director

Minutes of the regular board meeting of The Academy held at 11800 Lowell Blvd, Westminster, CO 80031 in Adams County on November 15, 2021.

I. Open Meeting

A quorum being present, Mr. Sanchez called the meeting to order at 7:04 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. Drewlow moved to approve the agenda and minutes from the October 25, 2021, board meeting. This was seconded by Mr. Hamele.

Discussion: None

Ayes: Klenjoski, Coffee, McDuffee, Fransua, Hamele, Drewlow, Sanchez

Nays: None

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Motion Carried 7 – 0

IV. Public Comments

- a. Alastair and Bethany Woolcock came to the meeting to address concerns with the dress code. They would like to see the dress code align back to parent values rather than that of the minors. The diversity and inclusion should go both ways.
- b. Mr. Sanchez thanked them for sharing and assured them that the board and the administration are listening and working on the issues mentioned.

V. Reports from Directors and Committees

a. CEO Report

- i. The only noteworthy item from last month is that our October count enrollment data is in. We came in at 1854 students. This is a few students higher than budgeted and a few lower than last year.
- ii. The comments on the staff culture survey regarding class sizes had more to do with the academic gaps than actual numbers of students. Our numbers are basically the same, but the teachers are burdened about the gaps in the learning.

b. Finance Committee

- i. They had very few changes in the October revenue and expenditures. The one noticeable one was Food Services; we just received the August check for \$36,000.
- ii. Revenue modifications will be made due to additional income from our ESSAR funds, CSI money, and the PPR being higher than budgeted.
- iii. We have increased the minimum wage for our hourly support staff to \$15 per hour; this is just over \$100,000 in the budget.
- iv. We are able to renew our math and literacy curricula in this year's budget rather than waiting until next year.
- v. We are sending a message to staff this week with information regarding raises and a new salary schedule. With our projected numbers we will be close if not slightly better than the Adams 12 salary schedule.

c. SACademic Committee

- i. The committee is recommended that we add a standard calculus course. In the past we have only offered an honors course.
- ii. The committee has discussed adjusting how we approach honors course work. Rather than differentiated classes – honors and standard – classes would be blended. Students who are ready for honors course work would have that, but standard level students would have the opportunity to be in the same classroom. This creates access and opportunities for students who are not sure they are ready for honors to make that decision during the semester. A second bonus is that it makes our scheduling structure much simpler. We are not ready to roll this out for the 2022-2023 year, but we are piloting it with a few classes.
- iii. Graduation Requirements

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1. We are not changing the requirements, but we are changing the language to give more flexibility. With our increasing pathways to give students diverse learning opportunities, we want to be sure the language on the graduation requirements does not restrict students from getting the education that best meets their needs.
 2. We are broadening the Scholar Diploma. We don't want to lose the recognition of academic achievement, but we want to move to a series of these designations that would recognize a wider range of interests – language, arts, theater, music, etc.
- d. PTO Minutes – no comments were made

VI. Presentation and Discussion

- a. Audit review – the auditor was not able to attend the meeting due to a medical situation; this will be rescheduled for the December meeting.
- b. Policy Review
 - i. Financial Controls Policy – Mr. Wilson shared the updated version including the board suggestions from September as well as from the lawyer.
 - ii. Conflict of Interest Policy – we added the clarification on the ethical principles for board members becoming staff members or being married to a senior staff member.
 - iii. “Class of” accounts – this was just listed as a reminder that we still need to look at and approve this policy.
 - iv. Fees, Waivers, and Adjustments Policy – this was just listed as a reminder that we still need to look at and approve this policy.
- c. Work Session Summary
 - i. Board Responses to the Community – we had a lengthy discussion surrounding when and how we respond to public comments. Two action steps came from this discussion:
 1. Set aside time in upcoming meetings to review the discipline procedures in the parent/student handbook.
 2. Look at and create a board communication response plan and mode of sharing this information (post on the website, add to the public comment sign-in sheet, etc.)
 - ii. Data Presentation Reflection
 - iii. Staff Survey Feedback – the board is going to work on pushing a holiday push for support for the staff – a card drive and a money pool for non-teaching staff were two items discussed.

VII. Executive Summary

- a. Mr. Sanchez made a motion to approve the Financial Controls Policy. Mrs. Fransua seconded the motion.
 Discussion: None
 Ayes: Klenjoski, Coffee, McDuffee, Fransua, Hamele, Drewlow, Sanchez
 Nays: None

Motion Carried 7 – 0

- b. Mr. Sanchez made a motion to approve the Conflict of Interest Policy. Mrs. McDuffee seconded the motion.
 Discussion: None

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Ayes: Klenjoski, Coffee, McDuffee, Fransua, Hamele, Drewlow, Sanchez
Nays: None

Motion Carried 7 – 0

- c. Mrs. Drewlow made a motion to approve the addition of a standard calculus class. Mrs. Fransua seconded the motion.

Discussion: None

Ayes: Klenjoski, Coffee, McDuffee, Fransua, Hamele, Drewlow, Sanchez
Nays: None

Motion Carried 7 – 0

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 adjourned the meeting at 8:17 pm.

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CEO Board Report – December 2021 Meeting

Pandemic Response Update

Expectation: Share information about implementation of pandemic precautions and their impacts on the school year.

As of December 8th, the number new COVID-19 cases per 100,000 residents in Adams County over a 7-day period has maintained its high levels from last month at about 315 (down from about 320 in the last CEO Board Report). The 7-day average positivity rate is 10.0%, down from about 10.5% last month but still up from about 7.0% earlier this fall. Colorado continues to be one of the states hit hardest by the pandemic in recent months.

The Academy continues to implement the same precautions put in place to start the school year and plans to continue doing so for the foreseeable future. Positive cases and family close contacts among students have been rolling through steadily. The number of students out on quarantine as a result continues to make things very challenging for teachers, students, and families. The school nurse and I have been in regular contact with our assigned epidemiologist from Tri-County Health to monitor cases, conduct contact tracing, and take appropriate follow up steps.

Through our partnership with Broomfield Family Practice, we have been able to offer a vaccine booster to all staff and facilitated a vaccine clinic for students that successfully served almost 100 individuals.

Overall, we are maintaining operations. I have reported in past months that the instructional experience for many students has been more impacted than we had hoped it would be this year. More recently, we have recently been able to fill some of our open positions and fill substitute teacher requests more frequently. Parent volunteers have begun to trickle back into the building. Students, staff, and families seem to be hitting a better groove than we experienced earlier in the fall, and our younger students are once again proving their resilience by closing learning gaps from last year more quickly than we had feared might be the case. All of that is leading to a smoother, calmer, and more productive feeling in each of our buildings

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over the past month or so. We still have some vacant positions that need to be filled, and we are working as aggressively as possible to address those needs.

Strategic Initiatives Update

Expectation: Share information about ongoing implementation of initiatives in support of The Academy 5-year Strategic Plan.

Principals will present their levels' progress on Annual Work Plans for the second time this year at the January Board meeting. They continue to make adjustments due to the impacts of student absences, staffing shortages, and increased student mental health and social-emotional needs but are nevertheless feeling increasingly positive about the progress being made. I have also invited Cindy Borden, our Internship Coordinator, and Timothy Fifer, our Director of Work-Based Learning Pathways, to update the Board on the exciting progress they have made with our work-based learning programming.

CSI recently released their Annual Review of Schools with The Academy's full organizational review and 2021 accreditation rating. That document is included in this month's Board packet. A full update of the Data Dashboard is scheduled for the February Board meeting, including a report on preliminary growth data from last spring's CMAS testing.

Prior to the Thanksgiving Break, we announced a new proposed salary schedule for certified staff to take effect in the 2022-23 school year. The response has been very positive, and we remain confident in our financial ability to implement this proposed plan as we enter the upcoming legislative budgeting session. Execution of this plan would meet our strategic goal related to staff compensation several years ahead of schedule. We have a school visit scheduled for next week with our local state Representative Shannon Bird to thank her for her past support of educational initiatives, share with her some of the things that make The Academy great, and encourage her support of charter schools and general school funding issues in the coming legislative session.

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Finance & Operations Board Report, December 2021

Members Present: Shawn Hamele, Dan Klenjoski, Irina Szafranski, Andrea Foust, Mark Wilson

Introduction (5 minutes)

Expectation: Review agenda and norms as needed. Share any relevant resources for committee to review. No updates this month.

Financial Report Review (20 minutes)

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

Acct	Account_Description	November	FY 2022 YTD	FY2022 Budget	YTD % of Budget	FY2022 Expected End of Year
Revenue						
1500	Earnings on Investments	\$189.36	\$1,029.56	\$42,000.00	2.5%	\$42,000.00
1600	Food Services	\$3,943.07	\$36,622.74	\$360,200.00	10.2%	\$360,200.00
1700	Pupil Activities	\$40,312.69	\$294,122.79	\$650,000.00	45.2%	\$650,000.00
	Community Services					
1800	Activities	\$71,684.55	\$339,190.93	\$738,400.00	45.9%	\$738,400.00
1900	Other Local Sources	\$17,665.65	\$177,210.29	\$289,870.00	61.1%	\$289,870.00
	Revenue from State					
3000	Sources	\$46,484.31	\$186,064.86	\$765,716.64	24.3%	\$765,716.64
3100	Categorical Revenue	\$205,652.60	\$230,898.18	\$244,002.93	94.6%	\$244,002.93
	Adjustments to Categorical Revenue					
3200		\$0.00	\$0.00	\$0.00		\$0.00
	Other Revenue From State					
3900	Sources	\$201,198.71	\$571,932.72	\$1,763,417.78	32.4%	\$1,763,417.78
5200	Interfund Transfers	\$0.00	\$24,000.00	\$0.00		\$0.00
5600	Direct Allocations	\$1,403,056.58	\$7,015,282.90	\$15,867,227.10	44.2%	\$15,867,227.10
11	Total Revenue	\$1,990,187.52	\$8,876,354.97	\$20,720,834.45	42.8%	\$20,720,834.45
Expenditure Summary						
		November	FY 2022 YTD	FY2022 Budget	YTD % of Budget	FY2022 Expected End of Year
	0100 Total Salaries	\$792,101.01	\$3,150,159.42	\$9,740,825.43	32.3%	\$9,740,825.43
	0200 Total Benefits	\$281,608.02	\$1,209,770.42	\$3,872,317.02	31.2%	\$3,872,317.02
	0300-0500 Total Purchased Svcs	\$364,274.82	\$1,855,061.70	\$4,656,010.54	39.8%	\$4,656,010.54
	0600 Total Supplies	\$95,672.44	\$856,022.30	\$1,708,561.46	50.1%	\$1,708,561.46
	0700 Total Property	\$1,434.54	\$7,616.79	\$0.00		\$0.00
	0800 Total Fees/Pupil Activities	\$52,826.76	\$266,272.98	\$643,120.00	41.4%	\$643,120.00
	0900 Total Other Uses	\$0.00	\$0.00	\$0.00		\$0.00
	Total Expenditures	\$1,587,917.59	\$7,344,903.61	\$20,620,834.45	35.6%	\$20,620,834.45
	Total Expenditures	\$1,587,917.59	\$7,344,903.61	\$20,620,834.45	35.6%	\$20,620,834.45
	Salary Accrual Adj.		\$361,250.00			
	Net Profit (loss)	\$402,269.93	\$1,170,201.36	\$100,000.00		\$100,000.00
	Beg. Fund Balance Use					
	Current Margin			\$100,000.00		\$100,000.00
	Beginning Fund Balance			\$5,304,726.15		\$2,486,635.94
	Est. Ending Fund Balance			\$5,404,726.15		\$2,586,635.94

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- Revenue and expenditure lines discussed by each coded line.
- Emphasis was made as to potential changes in Amended Budget (see presentation deck)
- Food reimbursement received from August; large increases from Sep.
- Most lines running without significant change or surprise during Nov.
- ECEA funding increased 32K as notified through CSI.
- Final PPR and At-Risk calculation remains in flux until CSI finalize in Jan.

Amended Budget Outline (20 minutes)

Expectation: Review latest draft of amended budget and discuss variances.

Committee was presented with second draft of anticipated numbers for Amended Budget to be approved by the Board in January ahead of submitting by January, 31st, 2022. Topics of presentation included:

- Annual budget approval process and timeline.
- Revenue modification and rationale that currently projects to be an increase of ~1.44M (vast majority of this increase is due to projected Food Revenue and ESSER funding, neither of which were known prior to our original budget approval).
- Potential increase in revenue last month is due to increase in PPR (yet to be confirmed through CSI).
- Expenditure modification and rationale that currently projects to be an increase of ~1.4M* (partly due to increasing minimum staff wage and increased food supplies)
- *COO Contingency increased by 988K (continue to budget 100K surplus as norm, 300K curricula purchase, BEST grant possibility, buy down 22/23 budget ahead of salary impact).
- Projected bottom line with an outline of potentially influential variables that need to be monitored prior to January 31st.
- Brief explanation of Governor's proposed budget (doubling MLE and up to 8% PPR increase) and its positive tone/possible impacts.
- The context of our budget being ahead in conjunction with our salary targets for staff.

Board will receive detailed first read and presentation of Amended Budget in December Board meeting ahead of approving in January.

Proposed Salary Structure Update (10 minutes)

Expectation: Review plans for staff salary increases and timeline of tasks

Committee was updated and provided with the Staff Financial Update folder that was shared prior to Thanksgiving break. It outlined:

- a) Proposed 22/23 salary schedule for certified staff
- b) Presentation overview slides
- c) Video explanation of slides with background and rationale of proposal

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In response to staff requests made, the intention to share the video and presentation was to build the community's understanding of financial projections, variables and state support moving forward. Feedback from staff has been overwhelmingly positive to this news and has helped boost morale at this time.

Self-Evaluation (5 minutes)

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

Committee meeting rated at 4.

Next Meeting: 20 Jan, 2022

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JOHN CUTLER
& ASSOCIATES

October 15, 2021

Board of Directors
The Academy of Charter Schools Inc.
Westminster, Colorado

We have audited the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of The Academy of Charter Schools Inc. for the year ended June 30, 2021. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated October 15, 2021. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. No new accounting policies were adopted and the application of existing policies was not changed during the year ended June 30, 2021. We noted no transactions entered into by the School during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period. The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by

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management were material, either individually or in the aggregate, to each opinion unit's financial statements taken as a whole.

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated October 15, 2021.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to School's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

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Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as School's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We were engaged to report on combining and individual fund statements, which accompany the financial statements but are not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

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Restriction on Use

This information is intended solely for the information and use of and management of the School and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

John Cutler & Associates, LLC

John Cutler & Associates, LLC

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