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**The Academy  
Board of Directors**

*Executive Work Session  
Monday, February 28, 2022  
5:30 – 6:55pm*

Agenda

School Safety Review 45 Minutes  
*Expectation: The Academy's School Resource Officer will update the Board on the current state of school safety. The COO will also outline upcoming steps for reviewing and refining school safety procedures as part of The Academy's Emergency Operations Plan.*

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.*

High School Principal Search 10 Minutes  
*Expectation: The CEO will update the Board on plans for conducting a search for The Academy's next high school principal.*

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**The Academy  
Board of Directors**

*Board Meeting  
Monday, February 28, 2022*

*7:00pm*

Agenda

Consent Agenda	
Moved by	
2 <sup>nd</sup> 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
  - a. Approve Agenda
  - b. Approval of [January 31, 2022, 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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VI. 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](#) – See meeting minutes
  - iii. PTO – No meeting this month

VII. Presentation and Discussion

- a. Bi-Annual Scorecard Update – *Expectation: The CEO will provide Board members with a full update on mid-year progress toward annual strategic goals. This Bi-Annual Scorecard will contribute to the Board’s evaluation of the CEO.*
- b. Policy Review – *Expectation: The CEO will propose an update to The Academy’s [Grievance Policy](#)*
- c. [22-23 Academic Calendar Proposal](#) - *Expectation: The Board will discuss the proposed academic calendar for the 2022-23 school year.*

VIII. Executive Summary

- a. Approve Updated Grievance Policy - *Expectation: The Board will vote to approve the updated [Grievance Policy](#).*

IX. 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

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X. Adjourn Meeting

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Board of Directors

Board Meeting Minutes

Monday, January 31, 2022

Board Members Present:

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
Suzie Galbraith	K-2 Principal
Sarah Gramarossa	3-5 Principal
Erik Mikulak	MS Principal
Cody Clark	HS Principal
Timothy Fifer	WBL Director
Cindy Borden	WBL Instructor

Minutes of the regular board meeting of The Academy held at 11800 Lowell Blvd, Westminster, CO 80031 in Adams County on January 31, 2022.

I. Open Meeting

A quorum being present, Mrs. Drewlow called the meeting to order at 5:34 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

Mrs. Drewlow opened the meeting with an invocation and the Pledge of Allegiance.

III. Consent Agenda

Mrs. McDuffee moved to approve the December 13, 2021, and the January 11, 2022, minutes. Seconded by Mrs. Fransua.

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

IV. Public Comment

a. There were no attendees to give public comments at this meeting.

V. Reports from Directors and Committees

a. CEO Report

- i. Mask mandates expire today (1/31/22). TriCounty Health has extended it to Friday, February 4, 2022. We will most likely follow the guidelines from TCHD.
- ii. We discussed briefly the process for the annual CEO review. The review will include the formal ratings from CSI, the CARS framework, as well as the 360 interviews.
- iii. Academic Calendar – we are gathering information from staff and the community regarding an adjustment from late start Tuesdays to having a full Friday off approximately every three weeks.

b. Finance Report

- i. Mark Wilson shared the amended budget. The biggest difference between June 2021 and now is that the food for breakfast and lunch has been free and the ESSAR funds were higher.

c. SACademic Committee – No meeting this month

d. PTO – The board expressed concern regarding the liquor that was donated for the spring gala; they want to be sure that it is not sitting somewhere in the school.

VI. Presentation and Discussion

- a. Timothy Fifer and Cindy Borden shared the progress in developing the Work Based Learning Program and how the Internships are growing each semester.
- b. Each level principal shared both qualitative and quantitative updates based off of the K-12 Annual Work Plan they presented to the board in July. Click [here](#) to review the presentation.

VII. Executive Summary

a. Mrs. Drewlow made a motion to accept the budget modification as presented. Mr. Hamele seconded the motion.

Discussion: None

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

Nays: None

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VIII. Board 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

Mrs. Drewlow adjourned the meeting at 8:15 pm.

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## CEO Board Report – February 2022 Meeting

### **Pandemic Response Update**

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

As of February 22<sup>nd</sup>, the number new COVID-19 cases per 100,000 residents in Adams County over a 7-day period was 90 (down from about 1,100 a month ago). The 7-day average positivity rate is 5.4% (down from about 27% a month ago). The Omicron variant has clearly passed its peak and is receding quickly.

The Academy changed masking expectations for all community members from required to strongly encouraged in early February in accordance with the Tri-County Health Department's change to their previous public health order. All other current precautions remain unchanged since the January report.

Positive cases and family close contacts among students and staff have declined considerably along with rates across Adams County. The number of students and staff members out has improved considerably.

We are once again feeling optimistic about finishing the school year strong without further interruption, while also recognizing that school staff are still exhausted from an incredibly challenging first six months of the school year.

### **Strategic Initiatives Update**

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

The Bi-Annual Scorecards for Instruction and Operations are included in this month's Board packet.

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## **Finance & Operations Board Report, February 2022**

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

### **Introduction (5 minutes)**

*Expectation: Review agenda and norms as needed. Share any relevant resources for committee to review. See legislative section for shared resources.*

### **Committee Responsibilities (10 minutes)**

*Expectation: COO will revisit responsibilities from beginning of the year to review.*

Reviewed and outlined responsibilities agreed upon at the start of the year. Exemplified where and how these have been met as a group e.g. audit, and what areas we still need to cover in the second half of the year e.g. strategic goals.

- 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 and goals
- Monitors auditing process; gauging feedback from auditor
- Identify long-term financial issues to address and make recommendations accordingly
- Provides oversight through checks and balances

### **Financial Report Review (25 minutes)**

*Expectation: Financial report sent out in advance. Review and discuss current position.*  
(see below)

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Acct	Account_Description	January	FY 2022 YTD	FY2022 Mod Budget	YTD % of Budget	FY2022 Expected EOY
<b>Revenue</b>						
1500	Earnings on Investments	\$229.59	\$1,468.27	\$2,100.00	69.9%	\$2,100.00
1600	Food Services	\$2,648.17	\$41,365.09	\$24,000.00	172.4%	\$24,000.00
1700	Pupil Activities	\$10,623.89	\$334,910.77	\$650,000.00	51.5%	\$650,000.00
1800	Community Services Activities	\$70,132.44	\$490,746.46	\$738,400.00	66.5%	\$738,400.00
1900	Other Local Sources	\$6,371.00	\$191,839.19	\$250,000.00	76.7%	\$250,000.00
3000	Revenue from State Sources	\$46,484.31	\$279,033.48	\$594,300.56	47.0%	\$594,300.56
3100	Categorical Revenue	\$0.00	\$263,513.84	\$265,483.84	99.3%	\$265,483.84
3200	Adjustments to Categorical	\$0.00	\$0.00	\$2,968.00	0.0%	\$2,968.00
3900	Other Revenue From State Sources	\$132,085.57	\$883,145.01	\$3,465,911.14	25.5%	\$3,465,911.14
5200	Interfund Transfers	\$0.00	\$24,000.00	\$24,000.00	100.0%	\$24,000.00
5600	Direct Allocations	\$1,277,462.78	\$9,567,365.65	\$16,131,751.54	59.3%	\$16,131,751.54
11	<b>Total Revenue</b>	<b>\$1,546,037.75</b>	<b>\$12,077,387.76</b>	<b>\$22,148,915.08</b>	<b>54.5%</b>	<b>\$22,148,915.08</b>
<b>Expenditure Summary</b>						
		<b>January</b>	<b>FY 2022 YTD</b>	<b>FY2022 Mod Budget</b>	<b>YTD % of Budget</b>	<b>FY2022 Expected EOY</b>
0100	Total Salaries	\$766,119.30	\$4,709,329.79	9,830,671.80	47.9%	9,830,671.80
0200	Total Benefits	\$274,498.97	\$1,765,081.20	3,879,051.75	45.5%	3,879,051.75
0300-0500	Total Purchased Svcs	\$345,485.96	\$2,597,295.56	4,729,409.68	54.9%	4,729,409.68
0600	Total Supplies	\$90,596.72	\$1,038,026.96	2,875,362.57	36.1%	2,875,362.57
0700	Total Property	\$0.00	\$6,182.25	6,182.25	100.0%	6,182.25
0800	Total Fees/Pupil Activities	\$63,066.10	\$366,157.04	728,237.03	50.3%	728,237.03
0900	Total Other Uses	\$0.00	\$0.00	\$0.00	0.0%	\$0.00
	<b>Total Expenditures</b>	<b>\$1,539,767.05</b>	<b>\$10,482,072.80</b>	<b>\$22,048,915.08</b>	<b>47.5%</b>	<b>\$22,048,915.08</b>
	Less Contingency Fund					
<b>Total Expenditures</b>		<b>\$1,539,767.05</b>	<b>\$10,482,072.80</b>	<b>\$22,048,915.08</b>	<b>47.5%</b>	<b>\$22,048,915.08</b>
	Salary Accrual Adj.		\$505,750.00			
<b>Net Profit (loss)</b>		<b>\$6,270.70</b>	<b>\$1,089,564.96</b>	<b>\$100,000.00</b>		<b>\$100,000.00</b>
	Beg. Fund Balance Use					
<b>Current Margin</b>				<b>\$100,000.00</b>		<b>\$100,000.00</b>
<b>Beginning Fund Balance</b>				\$5,304,726.15		\$5,304,726.15
<b>Est. Ending Fund Balance</b>				<b>\$5,404,726.15</b>		<b>\$5,404,726.15</b>

- Revenue and expenditure lines discussed by each coded line, outlining significant changes.
- Modified budget amounts updated in spreadsheet.
- Food reimbursement delays due to staffing shortages at CDE.
- Community Service grants being confirmed for Aftercare and Pre-K.
- Marquee purchase from Bingo included in 0800 Expenditures.

### Legislative Updates (15 minutes)

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*Expectation: COO to update committee on current status of legislative session and potential impacts.*

- Salary Projections and Budget Requests: process update in relation to session timeline.
- Bill Tracker: <https://co.chalkbeat.org/22899633/colorado-education-school-bill-tracker-2022>
- CO League Priorities: <https://cdn.ymaws.com/coloradoleague.org/resource/resmgr/files-advocacy/2022-CLCS-Legislative-Agenda.pdf>
- CDE Charter School Topic-Based Webinars: <http://www.cde.state.co.us/cdechart/charter-school-topic-based-webinars>

Links and resources shared alongside discussion of anticipated timeline and current tone. At this time, there is a positive outlook to PPR and MLE increases which will be the two most influential factors for The Academy moving into 22/23.

### **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 rated at 4 (efficient meeting, meets expectations)

**Next Meeting: 17 March, 2022**

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# SACademic Committee

## Minutes & Scorecard – February 2022 Meeting

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*The Academy's mission is to help all students grow into college ready, exemplary citizens by combining academic mastery with personal empowerment to drive lifelong success. We serve our full community by intentionally developing a school culture that embraces diversity, equity, and inclusion.*

Members

Scoring Rubric	
1	Unsatisfactory
2	Complete, looking for significant improvement
3	Complete, improving but still below expectations
4	Complete, meets expectations

Present:

### 1. Welcome and Review Protocols

*Expectation: All committee members will start the meeting together with focus.*

#### Meeting Protocols

- Start on time; end on time
- Members arrive prepared
- Technology for meeting use
- No sidebar conversations
- Focus eyes, ears, and heart on speaker and topic

### 2. Review of Mid-Year Data

*Expectation: Committee members will review mid-year data presentations from each level and begin to brainstorm areas of focus for the draft 2022-23 Unified Improvement Plan.*

- Review Past Work: Prior to the meeting, committee members will skim through the following attached documents to review past work:
  - The Academy's 5-Year Strategic Plan
  - The 2021-22 Data Dashboard

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- The 2021-22 Unified Improvement Plan
- Review Mid-Year Data Updates: Prior to the meeting, committee members will review the Google Slideshow created by level principals as a progress update for the Board of Directors.
- Discussion of Potential Areas of Focus: Committee members will reflect on this mid-year update and begin to brainstorm potential areas of focus for next year's UIP by responding to the following questions:
  - What stand out as successes?
  - What stand out as areas of need?
  - How do these successes and areas of need overlap with The Academy's stated strategic goals?
  - How do these successes and areas of need compare to the Priority Performance Challenges and Major Improvement Strategies identified in last year's UIP?

These potential areas of focus will be shared with level principals as they go through the same process. During the March meeting, the committee will review the fully updated Data Dashboard and complete one more round of this brainstorming before the Senior Admin Team begins the work of drafting the 22-23 UIP.

Notes: This was an initial discussion to begin brainstorming. Middle school and high school staff are still working on finalizing mid-year data. Potential area of focus included student engagement and mental health as well as secondary math performance. The committee will return to the discussion with full mid-year data available in its March meeting to settle on specific recommendations for Senior Admin to consider when developing the first draft of the UIP.

### 3. Self-Assessment

*Expectation: The committee will self-assess on the effectiveness of today's meeting.*

**Next Meeting: March 14, 2022**

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## Data Dashboard 2021-22

### Bi-Annual Instructional Scorecard

	Lower Elementary	Upper Elementary	Middle School	High School
Instruction & Culture	Reading	Reading	Reading	Reading
	<b>5-Year KPI</b> 70% Star SGP 50+	<b>5-Year KPI</b> 70% Star SGP 50+	<b>5-Year KPI</b> 65% MAP CGP 50+	<b>5-Year KPI</b> 65% MAP CGP 50+
	<b>21-22 Year-End Target</b> 55% Star SGP 50+	<b>21-22 Year-End Target</b> 55% Star SGP 50+	<b>21-22 Target</b> 45% CGP 50+	<b>21-22 Target</b> 38% CGP 50+
	<b>21-22 Mid-Year Actual</b> Goal Met 55%	<b>21-22 Mid-Year Actual</b> Goal Exceeded 62%	<b>21-22 Mid-Year Actual</b> Approaching Goal 38%	<b>21-22 Mid-Year Actual</b> Goal Exceeded 57.1%
	Math	Math	Math	Math
	<b>5-Year KPI</b> 70% Star SGP 50+	<b>5-Year KPI</b> 70% Star SGP 50+	<b>5-Year KPI</b> 65% MAP CGP 50+	<b>5-Year KPI</b> 65% MAP CGP 50+
	<b>21-22 Year-End Target</b> 47% Star SGP 50+	<b>21-22 Year-End Target</b> 48% Star SGP 50+	<b>21-22 Target</b> 41% CGP 50+	<b>21-22 Target</b> 45% CGP 50+
	<b>21-22 Mid-Year Actual</b> Goal Exceeded 50%	<b>21-22 Mid-Year Actual</b> Goal Exceeded 53%	<b>21-22 Mid-Year Actual</b> Goal Met 42%	<b>21-22 Mid-Year Actual</b> Goal Exceeded 48%

<b>Instruction &amp; Culture</b>	Cross-Curricular, Hands-On Learning	Cross-Curricular, Hands-On Learning	Student Experience	Work-Based Learning
	<p><b><u>5-Year KPI</u></b> 4 Units Per Year</p> <p><b><u>21-22 Target</u></b> 1 Unit Per Grade</p> <p><b><u>21-22 Mid-Year Actual</u></b> Approaching Goal 1 Unit Complete in 2<sup>nd</sup> Grade</p>	<p><b><u>5-Year KPI</u></b> 4 Units Per Year</p> <p><b><u>21-22 Target</u></b> 1 Unit Per Grade</p> <p><b><u>21-22 Mid-Year Actual</u></b> Goal Met</p>	<p><b><u>5-Year KPI</u></b> 80% Restorative Solutions</p> <p><b><u>21-22 Target</u></b> Develop Restorative Practices</p> <p><b><u>21-22 Mid-Year Actual</u></b> Action Steps in Progress Agreed Upon Expectations Refining Response System Restorative Justice Committee</p>	<p><b><u>5-Year KPI</u></b> 20% Participation</p> <p><b><u>21-22 Target</u></b> 20% Participation</p> <p><b><u>21-22 Mid-Year Actual</u></b> Goal Exceeded ~40%</p>
	Personal Leadership Development	Personal Leadership Development	Personal Leadership Development	Personal Leadership Development
	<p><b><u>5-Year KPI</u></b> Complete Curriculum &amp; Leadership Notebooks</p> <p><b><u>21-22 Target</u></b> Complete Curriculum &amp; Leadership Notebooks</p> <p><b><u>21-22 Mid-Year Actual</u></b> Goal Met</p>	<p><b><u>5-Year KPI</u></b> Complete Curriculum &amp; Leadership Notebooks</p> <p><b><u>21-22 Target</u></b> Complete Curriculum &amp; Leadership Notebooks</p> <p><b><u>21-22 Mid-Year Actual</u></b> Goal Met</p>	<p><b><u>5-Year KPI</u></b> Complete Curriculum &amp; Leadership Notebooks</p> <p><b><u>21-22 Target</u></b> 50% Complete Leadership Notebooks</p> <p><b><u>21-22 Mid-Year Actual</u></b> Goal Met</p>	<p><b><u>5-Year KPI</u></b> Implement High Quality Pride Time Lessons</p> <p><b><u>21-22 Target</u></b> Implement High Quality Pride Time Lessons</p> <p><b><u>21-22 Mid-Year Actual</u></b> Goal Met</p>

\*See Principal Mid-Year Data Presentations for Supporting Evidence

**2021-2022 Mid-Year Updates**

**Additional Accomplishments:**

- Charter School Institute Annual Report on Schools (CARS) – *Performance with Distinction Rating*
- Development of 5-Year Strategic Plan
- Updates to Mission & Vision
- Rebranding Effort

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## Data Dashboard 2021-22

Bi-Annual Finance & Operations Scorecard

	Staff Compensation	Staff Demographics	Financial Compliance	Long-Term Planning
Finance	<p>Increase Teacher Base Pay By At Least \$1500 Annually</p> <p><b>21-22 Mid-Year Update</b> Goal Exceeded <a href="#">See New Salary Schedule</a></p>	<p>Pursue Hiring Practices Aimed At Recruiting A Staff Population That More Closely Resembles Student Demographics</p> <p><b>21-22 Mid-Year Update</b> Action Steps in Progress</p> <ul style="list-style-type: none"> <li>DEI Coaching for Senior Admin</li> <li>New Job Board</li> <li>Revising Hiring Procedures</li> <li>Exit Interviews</li> </ul>	<p>Financial Transparency Act Requirements Met</p> <p><a href="#">Click here for details</a></p> <p><b>21-22 Mid-Year Update</b> Goal Met</p> <p>3% TABOR Fully Funded</p> <p><b>21-22 Mid-Year Update</b> Goal Met</p> <p>Cash on Hand Requirements Met</p> <p><b>21-22 Mid-Year Update</b> Goal Met</p>	<p>Complete Annual Review of Facilities Costs</p> <p><b>21-22 Mid-Year Update</b> Action Steps in Progress</p> <p>Complete Twice Annual Facilities Update Report</p> <p><b>21-22 Mid-Year Update</b> Goal Met</p>
	<p>Provide Annual Pay Increases For Returning Staff Of At Least 2.5%</p> <p><b>21-22 Mid-Year Update</b> Goal Exceeded</p> <p>Mid-Year Pay Increases &amp; Planned 5% Increases for 22-23</p>			



Operations	Student Enrollment	Student Demographics	Customer Satisfaction	Feedback Pathways
	<p>Meet Or Exceed Annual Enrollment Target of 1875 Students PK-12</p> <p><b>21-22 Mid-Year Update</b> Goal Exceeded 1894 Students</p>	<p>Pursue Marketing &amp; Enrollment Practices Aimed At Recruiting A Student Population That More Closely Resembles Local Demographics</p> <p><b>21-22 Mid-Year Update</b> Action Steps in Progress</p> <p>Recruitment Plan Communications Plan Handbook Updates League SPED Review</p>	<p>Customer Satisfaction Rating Of At Least 4.5 In All Areas Of Operational Support</p> <p><b>21-22 Mid-Year Update</b> Approaching Goal See Numbers</p>	<p>Provide Formal &amp; Informal Opportunities For Customers To Share Feedback</p> <p><b>21-22 Mid-Year Update</b> Goal Met New Survey Structure</p>
Governance	Tracking Strategic Initiatives	Board Self-Evaluation	Board Representation	Board Succession Plan
	<p>Develop &amp; Track A Bi-Annual Scorecard To Monitor Strategic Initiatives</p> <p><b>21-22 Mid-Year Update</b> Goal Met This Scorecard Principal Data Presentations</p>	<p>Complete Annual Board Self-Evaluation &amp; Set Related Goals For Improvement</p> <p><b>21-22 Mid-Year Update</b> Goal Met Self-Eval Completed Last Spring</p>	<p>Recruit Board Membership That Better Reflects The Demographics Of The Overall School Community</p> <p><b>21-22 Mid-Year Update</b> Action Steps in Progress Added One Hispanic-Identifying Member Increased Gender Balance</p>	<p>Develop &amp; Maintain A Rolling Three-Year Succession Plan</p> <p><b>21-22 Mid-Year Update</b> Action Steps in Progress Board Member Check-Ins Coming in Spring</p>

## 2021-2022 Mid-Year Updates

### FINANCE:

#### **Increase Teacher Base Pay by at Least \$1500 Annually**

- Developed and now finalizing new salary schedule for certified instructional staff (anticipated average increase of >\$4,000)
- Provides transparent structure for the foreseeable future
- Currently meets or exceeds local geographic comparisons in a number of respects e.g. starting salary

#### **Provide Annual Pay Increases for Returning Staff of at Least 2.5%**

- Currently projecting and budgeting at 4% for all support staff
- Salary schedule comfortably meets the above for certified instructional staff
- ~1M investment across all staff areas
- Enterprise areas e.g. Pre-K, Aftercare, assessed and addressed individually to reduce any losses and break-even as a minimum

#### **Pursue Hiring Practices Aimed at Recruiting a Staff Population that More Closely Resembles Student Demographics**

- Added to Select-Ed job website with some promising initial applications
- Continued Senior Admin Prismatic coaching sessions throughout this year (both group and individual)
- Prismatic on-site visit and observation undertaken on Jan 19th
- Established new website e.g. DEI statement, visually more representative
- Refreshed hiring committee with new members, discussed hiring values and strategy in recruiting more diverse staff

#### **Financial Transparency Act Requirements Met**

- All [financial transparency](#) act requirements met and uploaded to new website:
  - ✓ Annual Budgets in CDE's Uniform Summary Format (Current + Prior 2 Years)
  - ✓ Annual Budgets in Detailed Format (Current + Prior 2 Years)
  - ✓ Description of the expenditure
  - ✓ The amount budgeted for the current fiscal year

- ✓ The amount estimated to be expended for the current year
- ✓ The amount budgeted for the ensuing fiscal year
- ✓ Financial Audits (Current + Prior 2 Years)
- ✓ Salary Schedules or Policies (Current + Prior 2 Years)
- ✓ Link to Authorizing School District's Financial Transparency Webpage
- ✓ List of Waivers Received by the Charter School
- ✓ Link to Financial Transparency for Colorado Schools Website

### **3% TABOR Fully Funded**

- Fully funded and included in budget

### **Cash on Hand Requirements Met**

- Submitted to bank with no issues

### **Complete Annual Review of Facilities Costs**

- To be reviewed at E.O.Y. No issues at mid-year.

### **Complete Twice Annual Facilities Update Report**

- HVAC: removed Tolin from quarterly services, employed new contractor to provide cheaper service costs as well as second opinion on repairs/maintenance. Updated JACE software system to provide accurate data and monitor our systems more reliably.
- BEST grant application: CDE conducted comprehensive report (due to receive in early 2022) to outline a neutral opinion on lifespan of equipment and potential areas that need attention e.g. roof condition, HVAC etc.
- CCG: contract renewed, expectations clarified amidst staffing challenges. Continuing to monitor.
- EZFit contractor: maintained security (locks and access to building), supported facilities with additional work e.g. snow clearance, bleacher set up, outdoor storage clearing etc.
- Electrical audit of both buildings completed. Report due in early February.
- Gender neutral bathrooms: contractors reviewed in early January. We are awaiting recommendations/quotes/feedback.
- Parking lot: resurfaced and patched ahead of winter.
- Security cameras audited. Budget to be reviewed after meeting w/SRO.
- Athletics: hoop, winch etc. – several repairs.

## **OPERATIONS:**

### **Meet or Exceed Annual Enrollment Target of 1875 Students PK-12**

- Met: PK-12 enrollment submitted as 1894 (funded pupil count at 1854)

### **Pursue Marketing & Enrollment Practices Aimed at Recruiting a Student Population That More Closely Resembles Local Demographics**

- Maintained 10K marketing budget
- Increased communications regarding enrollment to wider community e.g. social media posts, website layout
- Mailer targeting surrounding neighborhoods

### **Customer Satisfaction Rating of at Least 4.5 in all Areas of Operational Support**

- 54 responses out of 200+ staff in S1 survey
- [Survey link](#) & [Results link](#)
- (scale out of 5) Facilities: 4.33, HR: 4.21, Tech: 4.48, Finance: 4.47

### **Provide Formal & Informal Opportunities for Customers to Share Feedback**

- See above for formal results of staff-wide survey
- Both Facility and I.T. have provided follow-up opportunities within work order forms to both rate and provide informal feedback

## **Additional Accomplishments:**

- Website Redesign
- Development of Communications & Marketing Strategic Plan
- Formalization of Emergency Operations Plan
- Implementation of Board Policy Review Process

- Awarding of \$75,000 Concurrent Enrollment Grant from CDE
- Initiation of Facilities Futures Plan

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## The Academy Grievance Policy

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.

### Background

This policy was developed to ensure that employee and community grievances are addressed fairly by the appropriate persons in a timely manner. The period for all appeals by a grievant in using this process is ten (10) school days unless otherwise determined by state or federal law.

### Purpose

The Academy desires to use a formal process for settling differences both promptly and equitably at the lowest possible administrative level and that each employee or community member be assured an opportunity for orderly presentation and review of complaints without fear of reprisal.

### Grievance General Guidelines

The grievant shall address concerns or grievances with an immediate supervisor or school Principal ("Supervisor"). Before a Supervisor responds to a complaint regarding the grievant, he/she will engage in an informal review process. The Supervisor, if appropriate, will hear both sides before acting on the complaint. If either party is not comfortable having the conversation, then the Supervisor may mediate the discussion with both persons. Ahead of any informal resolution processes, the Supervisor will gain written consent to disclose records and engage in the process. At all stages of investigations, The Academy commits to presume innocence throughout and will seek to offer remedies to both parties.

If the grievant does not wish to participate in the initial informal process or the informal process does not resolve the concern or grievance, the grievant is encouraged to address the concern or grievance formally. If requested, the Supervisor shall investigate and respond to the concern or grievance in writing within (10) school days.

If the concern or grievance is not resolved at this stage, within (10) school days, the concern or grievant should be made to the CEO or designee. The CEO or designee shall investigate, formulate a response, and communicate that response in writing to the employee or community member within five (10) school days. Written notice will be provided to both parties ahead of any formal discussions.

The Journey Starts Here...

Any concerns or grievance not resolved at this level or related to the CEO and Board Members shall be addressed directly to The Academy Board of Directors. The Board shall investigate, formulate a response, and communicate that response in writing to both parties within ten (10) school days. The Boards' decision shall be accomplished by the vote of simple majority and shall be final. If the grievance is about a particular Board member, that member should recuse him- or herself from the discussion and/or vote.

The concerns or grievance against the CEO or designee shall be addressed directly to The Academy Board of Directors. A decision by the CEO can be appealed to the Board of Directors. Current contact information for the Board can be found on the school's website, under the Board of Directors tab. The Board shall investigate, formulate a response, and communicate that response to the employee within ten (10) school days. The Boards' decision shall be accomplished by vote of simple majority. If the concern or grievance is still not resolved by the Board, please elevate it to the Charter School Institute (CSI). In accordance with CSI's grievance policy which can be found on their website (<https://www/csi.state.co.us/parents/grievances>). The Institute can be contacted at [legalandpolicy\\_csi@csi.state.co.us](mailto:legalandpolicy_csi@csi.state.co.us)

All participants during each stage of resolution and during the investigation shall remain impartial and remain free from all conflicts of interests.

### **Anti-Retaliation Statement**

Any retaliatory action or conduct taken by any person against a person who has sought relief under this policy is strictly prohibited and will be regarded as a violation of Board Policy. Retaliation against any person(s) who reports a crime, brings a disciplinary complaint, pursues legal action, participates in an investigation, or is a witness in any investigation or proceeding is strictly prohibited and will not be tolerated. Students or employees who retaliate will face disciplinary action.

All other Academy Board policies will remain in full force. All discrepancies between this policy and others shall be brought to the attention and resolved by the CEO or designee. At all times, The Academy will follow current state and federal guidelines.

### **POLICY HISTORY**

This policy supersedes any previously existing policy of The Academy of Charter Schools pertaining to the content herein.

Board Chair Signature: (signed by Kevin Sanchez)    Date of Adoption: December 14, 2020  
LEGAL REF.: C.R.S. § 22-30.5-505(3)(a).

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Dear Academy Families,

Following the schedule changes imposed by the pandemic last year, the Senior Admin Team received feedback from both staff and families encouraging us to reconsider The Academy's Late Start Tuesday schedule. After digging further into this conversation, we agree that there is potential to improve our bell schedule and academic calendar structures to accomplish the following:

- Create a more consistent weekly instructional routine;
- Implement a bell schedule that is more convenient for families;
- Increase planning time for teachers; and
- Improve our professional development calendar.

Done right, we hope this will lead to a better academic experience for students, a better work environment for teachers, and a more convenient schedule for families.

Our process so far started with some initial brainstorming by the Senior Admin Team to identify the most promising options available and then collecting feedback from staff to help refine those options. Before we go any further in our decision making, though, we want to collect feedback from families to fully understand the impacts of any potential changes. **We are especially interested in hearing from you if this proposal does actually feel more convenient to you as a family as well as how it impacts your child care needs.**

Please continue reading below for more detail about what we are considering. There is a link to a survey at the end of this message that will give us a chance to hear your input. We will also set up an opportunity during conferences for families to complete the online survey or provide written feedback while in the building. Please keep an eye out for survey stations set up in each hallway designed to meet this purpose.

### **Current Proposal**

Initial informal feedback from both families and staff made two points clear: 1) a late start schedule is inconvenient and an inefficient use of time; and 2) an altered schedule on Tuesdays or any other day mid-week is awkward and does not align well with families' work and personal schedules. As such, our brainstorming focused on proposals that included a weekly early dismissal schedule and/or a periodic full-day off calendar, both of which would fall on Mondays or Fridays. To be clear, this version would be an occasional day off and *not* the 4-day school week structure used in the Brighton 27J School District. Here are some of the criteria we considered:

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- Ensuring that we continue to exceed the Colorado Department of Education’s requirements for annual instructional days and hours;
- Staying competitive with the number of instructional days in the Adams 12 academic calendar;
- Maximizing the consistency of instructional routines for students;
- **Responding to families’ requests to more conveniently align school schedules with their work schedules;**
- **Minimizing the impact on families who need support with childcare;**
- Increasing the amount and quality of planning and professional development time for teachers;
- Aligning with needs across the PK-12 spectrum; and
- Avoiding gaps between dismissal times and athletics or other after school activities.

**The Senior Admin Team is presenting a current proposal that we believe best balances all of these factors. It abandons any late start or early dismissal schedules in favor of a full-day bell schedule five days per week. Our start and end times for each level would be very similar if not the same as they are now and would be consistent Monday through Friday. In order to create time for teachers to plan and prepare high quality instructional experiences for students as well as collaborate and complete required professional development, we would include one full Friday off for students roughly every three weeks. [Here](#) is a link to a draft academic calendar that gives an idea of what this cadence would look like. This is not a final calendar, but it is intended to give you a clearer picture of what we are proposing.**

Our surveying of staff showed that about 75% of people preferred that any early dismissal or full-day structure fall on a Friday rather than a Monday. An in-depth review by our Senior Admin Team, along with conversations with staff across all parts of the school, concluded that a full-day structure would be the best option to support consistent and high quality instructional routines for students as well as meaningful planning and professional development time for teachers. The full-day structure also stood out as the best way to stay aligned across the PK-12 spectrum and avoid problematic gaps between an early dismissal time and the start of athletics and other after school activities.

After reviewing this information, please use this [survey](#) to share any feedback you have to inform our ongoing planning. We will also provide an opportunity for you to share feedback when you are at the school for conferences.

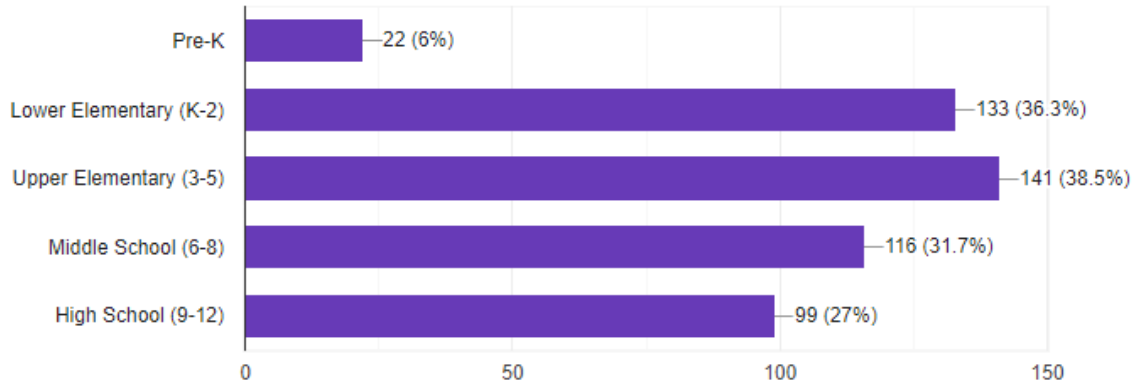
Thank You!  
-Academy Administration

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## SURVEY RESULTS BELOW

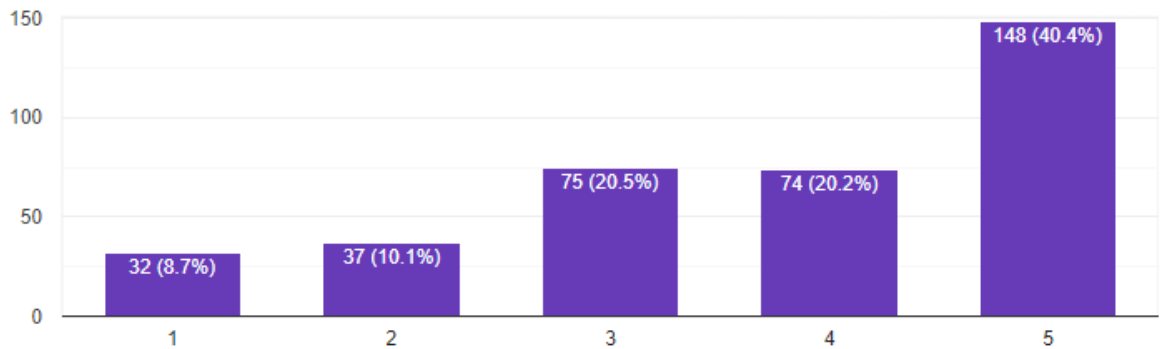
What level does your student attend (check all applicable boxes)?

366 responses



What is your overall reaction to this proposal? (1 - Very Negative; 5 - Very Positive)

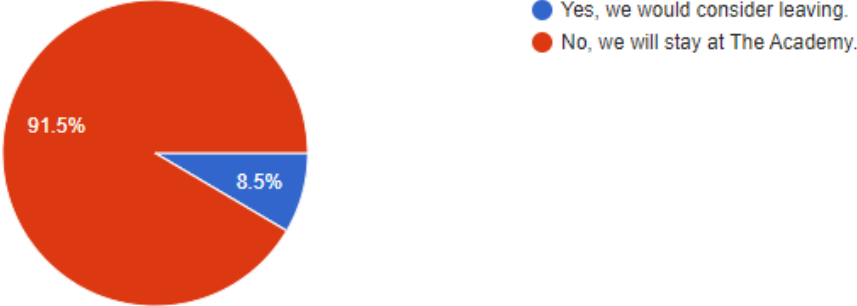
366 responses



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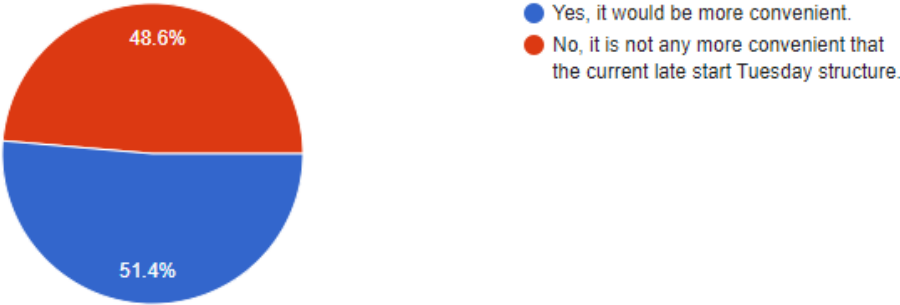
If we implemented this proposal, would it lead you to consider leaving The Academy for a different school?

366 responses



Would this proposal be more convenient for your family?

366 responses



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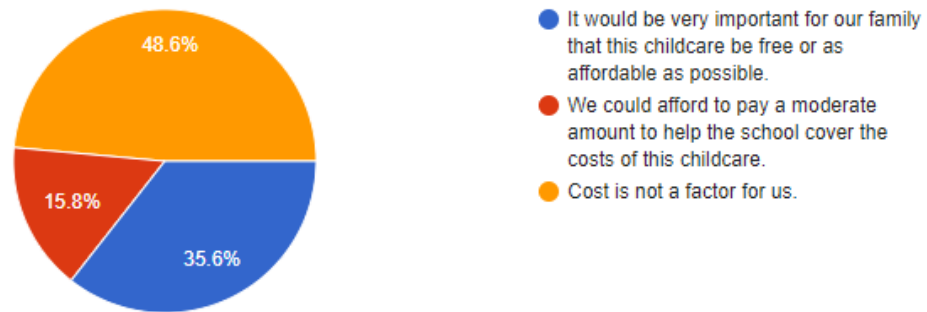
We want to do everything we can to minimize any childcare challenges this proposal would create for families. With that in mind, we are looking into the possibility of providing childcare on the Friday student non-contact days. If we could offer this, would your family participate?

366 responses



(Optional) How much would childcare cost be a factor in your decision?

278 responses



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