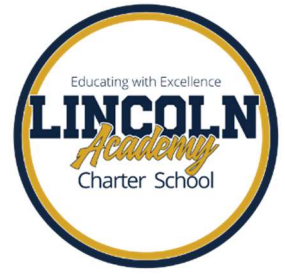


Lincoln Academy Board of Directors

Regular Meeting Minutes



Date: Tuesday, October 18, 2022

*Meeting was scheduled to begin immediately following a 6 p.m. (virtual) legal training

Location: Lincoln Academy Charter School, 7180 Oak Street, Arvada, CO

Microsoft Teams Online Meeting Platform

Recording of Teams Meeting can be accessed via the following link: https://lincolnacademyarvada-my.sharepoint.com/:v:/g/personal/lacyleveland_lincolnacademy_net/EZ2qnW8X9jJDtFfqlXrujZMBu1HtfksvqeHUM6VY53UglA?e=CyNsLb. The link will be available until Tuesday, December 18, 2022.

Mission & Vision

- The Mission of Lincoln Academy is to help students attain their highest social and academic potential through an academically rigorous, content-rich educational program in a safe, orderly, and caring environment.
- The Vision of Lincoln Academy is to prepare all students for their future endeavors by providing a comprehensive Core Knowledge® education

Meeting Minutes

1. Preliminaries (6:59 p.m.)

- Call to order @ 6:59 p.m.; late start due to annual legal training workshop.
- Roll call
 - Present: Stephanie Trowbridge (President), Micah Gilbreath (Vice President), Amanda Corrior (Treasurer), Lacy Cleveland (Secretary), Doug Neely (Governance Committee), Sarah Wasinger (SAC Committee), David Schoenhals (Executive Director)
 - Absent: None
 - Guest (4 staff, 2 non-staff)
- Reading of Mission and Vision
- Welcome Guest
- Public Comment

2. Consent Agenda (7:01 p.m.)

- Regular Meeting Agenda for October 18, 2022
- Approval of Meeting Minutes from September 20, 2022

3. Staff Update (7:01 p.m.)

- No staff member update.

4. Executive Director Report (7:02 p.m.)

- Updates
- Unified Improvement Plan (UIP)

5. Committee Reports (8:05 p.m.)

- Executive (Stephanie Trowbridge; 8:05 p.m.)
- School Accountability (Sarah Wasinger; 8:07 p.m.)
- Facilities (Micah Gilbreath)
- Finance (Amanda Corrior; 8:28 p.m.)
- Development (Lacy Cleveland)

F. Governance (Doug Neely; 8:52 p.m.)

6. Old Business

A. Recruitment Plan Review (Lacy Cleveland) – included in Development Report

7. Board Training (9:02 p.m)

A. Charter Schools Act

B. Charter School Finance

C. Board Financial Oversight

8. New Business (9:16 p.m.)

A. Exit Survey Overview

9. Announcements

A. December 1st Night

B. Email out committee reports

10. Adjourn

A. Meeting adjourned at 9:29 p.m.

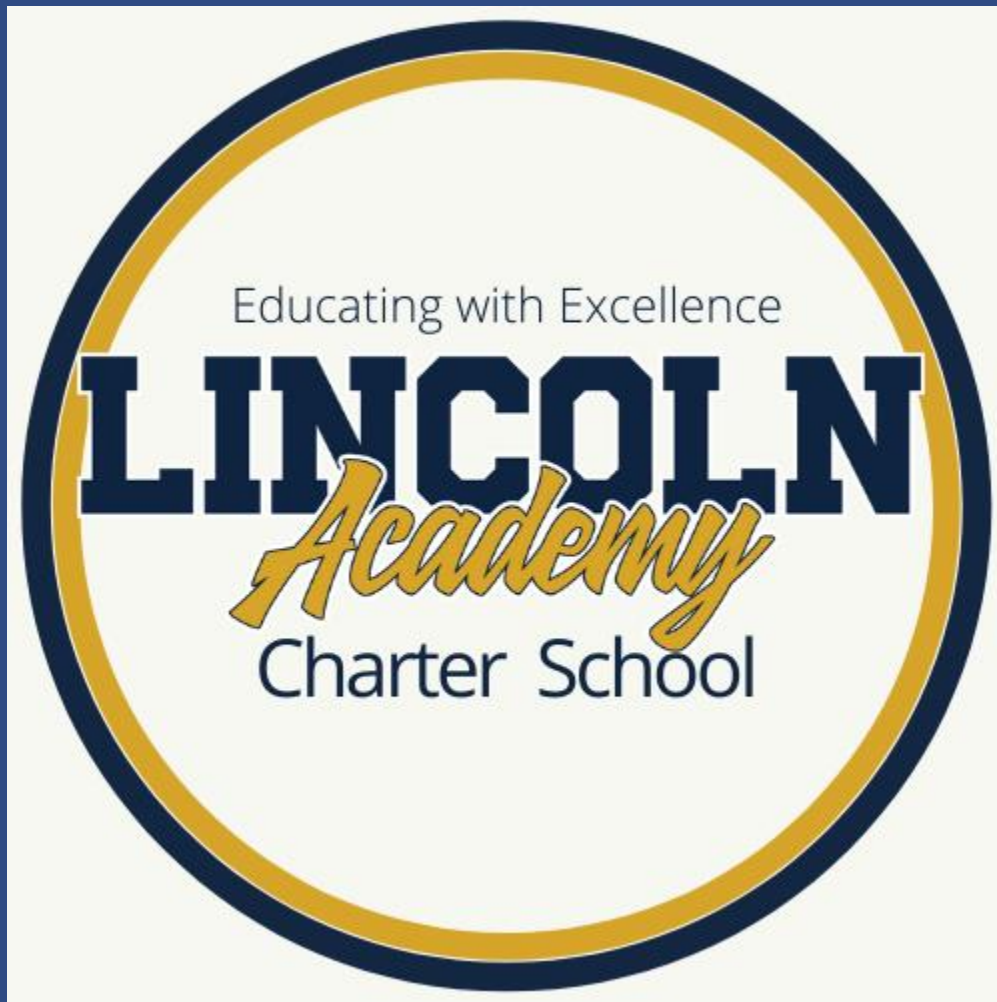
Respectfully Submitted by

Lacy M. Cleveland

Secretary

Lincoln Academy Board of Directors

LINCOLN ACADEMY



Executive Director Report
October 18, 2022

LINCOLN ACADEMY MISSION AND VISION

The **Mission** of Lincoln Academy is to help students attain their highest social and academic potential through an academically rigorous, content-rich educational program in a safe, orderly, and caring environment.

Our **Vision** is to prepare all students for their future endeavors by providing a comprehensive Core Knowledge Education.

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SAFE, ORDERLY, CARING

Buddy Classrooms

We are starting Buddy Classrooms during October.

Buddy Rooms: PreK-4th K-5th 1st-6th 2nd-7th 3rd-8th

The initial focus is on kids getting to know one another and relationship building. PreK-3 teachers will be driving the specific needs in their classrooms. 4-8 teachers will focus more on interacting appropriately with younger students. Some examples of what is taking place in Buddy Classrooms includes:

- Reading with their younger buddies
- Work on class projects, or anything that is collaborative from class
- SEL lessons



PARENT INTERACTIONS

Grandparents' Day

We want to thank our amazing PTO for sponsoring our Grandparents' Day last Friday. It was such a great event! Our PTO and Lori Woods, our Operations Director, put significant time into planning the day with such attention to every detail. Teachers were thoughtful with how they engaged both students and grandparents in their classrooms. Miss Matlick and Mrs. Newsom executed multiple exceptional music performances and Miss Goodman and Mrs. Karp made some beautiful wall decorations. Our facilities team worked countless hours in preparing our building and organizing the parking volunteers and golf carts to transport our guests to our event. Mrs. McKinney hosted a very engaging Book Fair for students and families.

We would also like to give a shout-out to all the parent volunteers who worked in setting up the event and working in various roles throughout Grandparents' Day. The turnout for volunteers played such a significant role in the success of the day.

Fall Fest

At the time of this report being written, this event has not yet occurred, but will speak to it at the meeting.

Oak Crossing Guard

Every day, I have many interactions with many parents. Parent conversations range from pleasantries to what is going well and not so well at school. I actually quite enjoy this time of the day.

STUDENT DEMOGRAPHIC DATA

	2022-2023		2021-2022		2021-2020	
	Total Count	Percentage	Total Count	Percentage	Total Count	Percentage
Attendance Rate						
ALP	65	8.85%	60	8.34%	53	7.39%
IEP	40	5.36%	51	7.09%	57	7.94%
504	27	3.62%	17	2.36%	17	2.37%
ELL	32	4.29%	37	5.15%	37	5.16%
Free and Reduced			21.7% (Free 120, reduced 49)			
Total Number of Students K-8	746		719		717	
Total Number of Students PK-8	809		779		780	
Hispanic	110	13.60%	113	14.50%	102	14.22%
Native American	1	0.12%	0	0%	0	0
Asian	16	2.00%	20	2.57%	16	2.22
Black or African American	6	0.74%	7	0.90%	6	0.83%
Native Hawaiian or Pacific Islander	0	0%	0	0%	0	0
White	637	78.74%	601	77.15%	565	78.80%
Two or More Races	39	4.80%	32	4.11%	28	3.90%

UNIFIED IMPROVEMENT PLAN DRAFT

See draft

MATH ADOPTION

Lincoln Academy Strategic Plan

Curriculum Strategic Objective 3

Select appropriate math curriculum, align and implement the new curriculum, and evaluate efficacy and implementation.

Monitoring Benchmarks

- The Executive Team will develop standards for curriculum evaluation that meet LA core values including integration with Core Knowledge standards
- Review math curriculum option and select one for implementation for all selected grade levels
- Develop learning plan for our Math educators
- Get approved new curriculum and make necessary policy changes with the BoD
- Establish a communication plan regarding curriculum strategy, purpose, outcome and implementation strategy for BoD, staff and community

Saxon Math is no longer being printed in grades K-2. They will no longer be providing updates for any of their math materials.

21-22 Update

During the 21-22 school year, a math adoption committee was formed to begin reviewing textbooks.

The committee was made up of representatives from each grade-level K-8. The process the committee used to evaluate math curriculum began with discussions about what makes an effective math resource from pedagogical, instructional, and student experience standpoints. Criteria for evaluating curriculum was based on their discussions and that criteria were used to evaluate four different math resources. Throughout the process, discussions were also had with other Core Knowledge Charter Schools as well as JeffCo Math Specialists, and the math teachers at the high schools our students will be attending.

22-23 Update

In the 22-23 school year, the committee will finalize the math adoption process by choosing the suggested curriculum and presenting the implementation process to the Board of Directors. Upon committee selection of the suggested curriculum, the committee would like to know how the Board would like to proceed. For instance, would the Board like a workshop to show sample lessons/assessments? Or, would the Board simply prefer a presentation of the reasoning behind the choice that would include curriculum highlights and FAQs? Would the Board desire that the team host a community night to inform parents on the change in curriculum?

STAFF PLAUDITS

Kayli Cooper

Kayli knows her students well and has high expectations for all. She knows what support to give her students to be successful. Kayli makes it a high priority to connect with all students. During Spirit Week, she tied helium balloons in her hair!

Karla Hanrahan

Karla is such a steady, supportive person with the 4th grade team. She goes out of her way to always help staff and students. Karla recognizes which students need special attention on a given day. She is a great teammate and she cares deeply about Lincoln!

Taegen Haller

Taegen is all in for Lincoln Academy. She cares so deeply about the students at our school. For outdoor lab, she has put in an incredible amount of time and energy to provide the students with the amazing experience she believes they deserve.

Megan Denis

For so many staff and students, Megan is the most trusted person in the building. She is always willing to do whatever is necessary for students with supporting them to be successful. She is relentless in her encouragement and support in helping others to see their most positive qualities.

Quentin Terry

Quentin has worked extremely hard to become a very good PE teacher. He is one of the most reflective people on our staff. When a lesson doesn't go as well as he would like, the first thing he considers is what does he need to do better to support his students. He goes out of his way to build relationships with students.

Katherine Burns

Katherine is passionate about providing students with whatever it is that they most need to be successful. Students know that she will always be their greatest advocate. Katherine is incredibly skilled in teaching students in various venues as she know just the right amount of support they need to be successful.

Ansley Cowan

Incredibly thoughtful, well-prepared, and has great rapport with students. As a first-year teacher, she already demonstrates great calm and wisdom. Extremely positive attitude, even when addressing difficult situations.

Melissa Courtney

I so appreciate all of Melissa's efforts behind the scenes to keep our systems up and running. Our students and staff are so lucky to have her support. I further appreciate her strategic vision for all school technology, moving us forward intentionally.

Colorado's Unified Improvement Plan for Schools

Lincoln Charter Academy UIP 2022-23 | School: Lincoln Charter Academy | District: Jefferson County R-1 | Org ID: 1420 | School ID: 5145 |
Framework: Performance Plan: Low Participation | Draft UIP

Table of Contents

Last Year UIP: [Lincoln Charter Academy UIP 2021-22](#)

Executive Summary

Improvement Plan Information

Narrative on Data Analysis and Root Cause Identification

Action Plans

Executive Summary



**Priority Performance
Challenges**

• *Mathematical Reasoning and Modeling*

• *Underperforming Students*



Root Cause

• Depth of Knowledge
• Math Resources

• Depth of Knowledge
• Differentiation/MTSS



Major Improvement Strategy

• Mathematical Reasoning and Modeling

• Student Support

- 100



- Messaging around CMAS



- Participation in CMAS

Access the School Performance Framework here: <http://www.cde.state.co.us/schoolview/performance>

Improvement Plan Information

Additional Information about the school

School Contact Information

Name: David Schoenhals

Mailing Street: 7180 Oak St.

Phone: (303) 507-0676

Name: Paul Hurst

Mailing Street: 7180 Oak St.

Phone: (720) 456-7204

Title: Executive Director

Mailing City / State/ Zip Code: Arvada CO 80004

Email: david.schoenhals@jeffco.k12.co.us

Title: Principal

Mailing City / State/ Zip Code: Arvada CO 80004

Email: paul.hurstii@jeffco.k12.co.us

Narrative on Data Analysis and Root Cause Identification

Description of School Setting and Process for Data Analysis

Lincoln Academy is a Core Knowledge charter school located in Arvada, CO. The school opened in 1997 with an enrollment of 119 students. We have since relocated to a larger facility and have grown to a PreK-8 school that continues to provide excellence in education to almost 800 students. We are a school of choice under Jefferson County Public Schools, therefore, all of our Kindergarten through eighth-grade students must open enroll in order to attend. Families generally choose Lincoln Academy because of the focus on the Core Knowledge curriculum and academic rigor. Our free and reduced population was recently reported at 21%. Our non-white students made up 22.5% of our total student count.

The following information is an analysis of the 2021 CMAS results and internal MAP data. Due to the reduction in required State assessments in the spring of 2021, growth data are only available for grades 5 (ELA), 6 (Math), 7 (ELA), and 8 (Math). Therefore, the growth data provides an incomplete picture of student progress and the school does not have a median growth percentile for students with disabilities in elementary from does not meet to approaching in CMAS English Language Arts report on any changes. Lincoln Academy teachers teach the Core Knowledge curriculum and also address the Common Core State Standards. Teachers teach the Core Knowledge curriculum with fidelity which increases student knowledge. This in turn makes students more able to improve their performance on these tests.

We can, however, look at improvement in structure through our curriculum planning, instruction, and pedagogy to improve scores and growth for students. Upon receiving the annual standardized testing data, a team of administration and teachers from each grade level, special education, and specials reviews the data for strengths and growth areas both academically and socially/emotionally.

In previous years, we have worked on differentiation as well as depth of knowledge. These two areas remain important keystones for us. This year we have focused on depth of knowledge work on more rigorous assessments and backward planning. As for differentiation, we have moved more broadly to improve our MTSS (supported and intensive needs students) process. We have developed teachers in meeting the needs of students in tier 1, 2, and 3 more systematically. Looking over the current data the UIP team has agreed by consensus that our root cause analysis around depth of knowledge (addressed through planning for rigors) and differentiation (more fully addressed through MTSS) is correct, and that to see further progress we can simply focus carefully on these specific aspects.

The administrative team brought our data to our staff who then starting taking the information

Prior Year Targets

Provide a summary of your progress in implementing the Major Improvement Strategies and if they had the intended effect on systems, adult actions and student outcomes (e.g. targets).

Lincoln Academy did not meet the target goal of all students in all grade levels increasing their median growth score by 3 points in Reading and Math. However, out of 7 grade levels, which are assessed by MAP, increased the median growth for both Reading and Math. Fourth and fifth grade did not meet the median growth target for Reading. Second and fourth grade did not meet the median growth goal for Math. Through our work with Professional development and coaching cycles we saw positive changes with teachers that focused on data driven lesson planning and student discourse. The implementation of these improvement strategies were successful in many areas of Lincoln Academy, however we recognize our staff needs more work in these areas as a whole to ensure our intended outcomes.

Based on your reflection and evaluation, provide a summary of the adjustments that you will make for this year's plan.

Lincoln Academy recognizes we need to continue to implement improvement strategies in the areas of depth of knowledge and differentiation. Lincoln Academy will continue its work with teachers on depth of knowledge, student discourse, and data-driven lessons. Lincoln Academy will continue to work to gain clarity in

alignment of the Core Knowledge Curriculum and Colorado state standards using data points from MAP, Acadience, Classwork, and CMAS assessments. This direct much of our work around further development of rigorous instruction and content-rich classroom environments.

Current Performance

• Current CMAS Performance (Highlighted Scores did not meet expectations)									
Math Participation Rate	3rd	4th	5th	6th	7th	8th	Average		
(percent of students who participated)	98.8	95.9	92.9	85.2	80.8	46.4	83.3		
ELA Participation Rate	3rd	4th	5th	6th	7th	8th	Average		
(percent of students who participated)	98.8	95.9	92.9	85.2	80.8	46.4	83.3		
Math Performance	3rd	4th	5th	6th	7th	8th	Average		
(percent of students who met or exceeded the expectation)	57	24	32	41	35	62	41.8		
ELA Performance	3rd	4th	5th	6th	7th	8th	Average		
(percent of students who met or exceeded the expectation)	42	36	51	68	59	69	54.2		
Math Growth Rate	3rd	4th	5th	6th	7th	8th			
(percent of students who made adequate growth from the previous year)	NA	NA	38	NA	60	NA			
ELA Growth Rate	3rd	4th	5th	6th	7th	8th			

(percent of students who made adequate growth from the previous year)

NA27NA84NA

Historical CMAS Context

Math Performance	3rd	4th	5th	6th	7th	8th	Average
2021-22	57	24	32	41	35	62	41.8
2020-21	NA	37	NA	58	NA	32	42.3
2019-20	NA	NA	NA	NA	NA	NA	NA
2018-19	46	36	31	31	31	31	34.3
2017-18	43	27	33	33	33	24	32.2
ELA Performance	3rd	4th	5th	6th	7th	8th	Average
2021-22	42	36	51	68	59	69	54.2
2020-21	42	NA	58	NA	58	NA	52.7
2019-20	NA	NA	NA	NA	NA	NA	NA
2018-19	41	64	40	40	40	58	47.2
2017-18	51	44	43	43	43	49	45.5

2021-22 Acadience Data

	K	1st	2nd	3rd
2021 BOY Benchmark	77	54	71	73
2022 EOY Benchmark	82	67	80	81

(percent of students who were at or above the benchmark)

2021-22 MAP Data									
Math Performance	2nd	3rd	4th	5th	6th	7th	8th	Average	
2021 Fall Assessment	53	48	41	41	45	45	53	46.6	
2022 Spring Assessment	49	64	51	48	59	58	52	54.4	
Growth from Fall to Spring	-4	16	10	7	14	13	-1		
(percent of students who scored in the 60th Percentile and above)									
ELA Performance	2nd	3rd	4th	5th	6th	7th	8th	Average	
2021 Fall Assessment	55	58	55	47	46	51	43	50.7	
2022 Spring Assessment	72	58	56	49	51	48	51	55.0	
Growth from Fall to Spring	17	0	1	2	5	-3	8		
(percent of students who scored in the 60th Percentile and above)									

Trend Analysis



Trend Direction: Stable

Performance Indicator Target: Academic Achievement (Status)

As measured by the CMAS assessment, our sixth and eighth grade academic achievement in math has been increasing. The percentage of students who met or exceeded expectations in sixth grade went from 32% in 2020 to 41% in 2021. The percentage of students who met or exceeded expectations in eighth grade went from 32% in 2020 to 62% in 2021.



Trend Direction: Decreasing

Performance Indicator Target: Academic Achievement (Status)

As measured by the Mathematics CMAS, we are seeing the gap between the highest and lowest achieving students widen in both fourth and sixth grade. In 2020-21, percent of fourth grade students exceeded the expectation and 3 percent did not meet the expectation. In 2021-22, only 1 percent of fourth grade students exceeded expectation and 8 percent did not meet the expectation. In 2020-21, 4 percent of sixth grade students exceeded the expectation and 9 percent did not meet the expectation. In 2021-22, only 3 percent of sixth grade students exceeded the expectation and 12 percent did not meet the expectation.



Trend Direction: Decreasing

Performance Indicator Target: Academic Achievement (Status)

As measured by the CMAS assessment, our fourth grade academic achievement in math has been decreasing. The percentage of students who met or exceeded expectations in fourth grade went from 37% in 2020 to 24% in 2021.



Trend Direction: Stable

Performance Indicator Target: Academic Achievement (Status)

In our grade levels that have taken the ELA assessment (3rd, 5th, and 7th) for the last two years, our ELA scores have stayed the same (3rd- 42 to 42, 5th- 58 to 51, 58 to 59). The students are doing well in these areas and the scores are above the expectation, but we are always seeking to grow and do better.



Trend Direction: Increasing

Performance Indicator Target: Academic Growth

Math Student Growth as measured by the MAP assessment for all students in grades second through eighth has increased over the last three years (2020 = 54, 2021 = 58, 2022 = 68). Over the last two years, in all grade-levels besides second and fourth grade, the Math MAP Growth increased substantially. The increases were between 10 and 38 points.



Trend Direction: Decreasing

Performance Indicator Target: Academic Growth

The only grade-levels where CMAS Math Growth was calculated in 2021-2022 was fifth grade (41) and seventh grade (60). Growth in fifth grade has been in a decline over the last several years and is overall low. Growth in seventh grade has also been in a bit of a decline, however, it still remains fairly high. In other grade-levels, we have not had a growth score for three years so there is not information to describe a trend.



Trend Direction: Decreasing

Performance Indicator Target: Academic Growth

As measured by the annual CMAS assessment, our fourth grade student's academic growth in ELA has been decreasing. This is a notable trend because we have put many different interventions in place to support our students and they do not seem to be positively impacting the scores. The data is somewhat spotty because of the pandemic, but looking at the last several scores (from 64 to 36), there has been a significant decrease.

Priority Performance Challenges and Root Causes



Priority Performance Challenge: Mathematical Reasoning and Modeling

Lincoln students have underperformed in the areas of Mathematical Reasoning and Modeling



Root Cause: Depth of Knowledge

There has been a focus on the task and not student thinking and problem-solving as it relates to the task.



Root Cause: Math Resources

We are concerned that our current math resource does not support our students in these particular expectations in certain grade-levels and/or our teachers are not teaching these concepts with the necessary depth of knowledge. While they may excel at supporting both the Major and Supporting Content, we do not see these two sub indicators as clearly supported.



Priority Performance Challenge: Underperforming Students

We are seeing the gap between our high achievers and low achievers growing wider.



Root Cause: Depth of Knowledge

There has been a focus on the task and not student thinking and problem-solving as it relates to the task.

Root Cause: Differentiation/MTSS



We as a school want to continue to ensure that our Tier 1 instruction is of the highest quality and is provided to all students before a student is put in a Tier 2/3 intervention. We also want to ensure that teachers know where our students are academically so that they can then put the best and most impactful interventions in place. We believe that this is an ongoing instructional challenge.



Priority Performance Challenge: Participation in CMAS

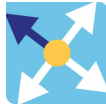
On average, only 84% of Lincoln Academy students took the CMAS assessment.



Root Cause: Messaging around CMAS

We have identified where we as a school have not been clear or consistent with the state's messaging around CMAS. We want to communicate the importance of CMAS as a tool to better understand our student's academic.

Magnitude of Performance Challenges and Rationale for Selection:



We recognize that our growth in MAP has been significant and yet our achievement as assessed by CMAS has been stable. As we look through the sub-indicators identified in CMAS, we are lagging behind the state and the district in both Mathematical Reasoning and Mathematical Modeling. If we have the same growth in CMAS as we see in MAP, our students must perform in these two areas.

The data in multiple points (see trends) is showing us that the difference between our highest achieving student and our lowest achieving students is becoming more and more wide. This is evident in both the Exceeds Expectations and the Did not Meet Expectations categories growing. While it is important that we push our gifted students towards new academic heights, we are seeking to meet the needs of all learners and help all students meet their highest academic potential.

Regarding the low participation, only 84% of Lincoln Academy students took the 2021 CMAS assessment. While most of these opt-outs were in the upper grades, this is a major performance challenge because it causes the state to question the completeness of our data. This is something that we must address.

Magnitude of Root Causes and Rationale for Selection:



As the staff and UIP team reviewed data, we found that when students have been unsuccessful in meeting targets on state assessments this was often associated with a mismatch between classroom expectations and the state standardized tests. This was particularly noticed as it related to problem solving multi-step problems, constructed and extended response questions. Our internal school data which probes less deeply (questions are largely multiple choice, reading selections are shorter, and limited writing is involved) shows a contrasting picture, illuminating the need for continued focus on depth of knowledge strategies. Lincoln is continuing to recognize that differentiation is an ongoing need for our students and while we have seen a marked

improvement in certain subgroups, there are other subgroups that we are going to be emphasizing. Implementing a systematic school-wide approach to MTSS process for students will ensure students' academic needs are being met with fidelity. We also must be more clear and consistent with our language around the importance of CMAS. Recognizing that there are many different viewpoints around CMAS, we still must communicate the value of the assessment in better supporting our students.

Action Plans

Planning Form



Student Support

What will success look like: Using various points of student data, teachers will work collaboratively to adjust Tier 1 instruction based on student needs. From that foundation, teachers will then collaborate with their team and our DSS staff to develop Tier 2 and 3 interventions that connect back to Tier 1 instruction but meet individual student needs. Lesson planning and the implementation of instruction will take into account the range of academic and affective needs of their students.

Associated Root Causes:



Differentiation/MTSS:

We as a school want to continue to ensure that our Tier 1 instruction is of the highest quality and is provided to all students before a student is put into a Tier 2/3 intervention. We also want to ensure that teachers know where our students are academically so that they can then put the best and most impactful interventions in place. We believe that this is an ongoing instructional challenge.

Implementation Benchmarks Associated with MIS

IB Name	Description	Start/End/ Repeats	Key Personnel	Status
 Instructional Strategies/Planning	Professional Learning/Coaching	08/15/2021	Teachers, Admin, DSS Team	
		05/18/2022		
		Monthly		



Classroom Observations

10/01/2021
05/06/2022
Monthly
Teachers, Coaches, Admin, DSS
Team

Learning Walks

Action Steps Associated with MIS

Name	Description	Start/End Date	Resource	Key Personnel	Status
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Mathematical Reasoning and Modeling

What will success look like: Teachers will look in the resources for problems best aligned with providing students with opportunities to reason and model. They will look at the CMAS Evidence Statement Alignment documents that provide teachers with data showing the types of problems that our students struggled the most with they relate to reasoning and modeling. Teachers will make sure that they either use or tweak problems related to these areas that are covered in their resources or similar problems in other resources to best address these areas.

Describe the research/evidence base supporting the strategy and why it is a good fit: These strategies will provide our students with problems and the instructions will support depth of knowledge in math at a level that will match the CMAS expectations.

Associated Root Causes:

Math Resources:



We are concerned that our current math resource does not support our students in these particular expectations in certain grade-levels and/or our teachers are not teaching these concepts with the necessary depth of knowledge. While they may excel at supporting both the Major and Supporting Content, we do not see these two sub indicators as clearly supported.

Implementation Benchmarks Associated with MIS

IB Name	Description	Start/End/ Repeats	Key Personnel	Status
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Action Steps Associated with MIS

Name	Description	Start/End Date	Resource	Key Personnel	Status
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Participation in CMAS

What will success look like: Over the last two years, Lincoln has seen a dramatic decrease in student participation on the CMAS Assessment. In order to receive an accurate depiction of student achievement and growth as measured by the Colorado Academic Standards, Lincoln needs to increase student participation back to historical levels that were consistently achieved until a couple of years ago, at least 95%.

Associated Root Causes:



Messaging around CMAS:

We have identified where we as a school have not been clear or consistent with the state's messaging around CMAS. We want to communicate the importance of CMAS as a tool to better understand our student's academic.

Implementation Benchmarks Associated with MIS

IB Name	Description	Start/End/ Repeats	Key Personnel	Status	
Action Steps Associated with MIS					
Name	Description	Start/End Date	Resource	Key Personnel	Status

School Target Setting



Priority Performance Challenge : Mathematical Reasoning and Modeling



PERFORMANCE INDICATOR: Academic Growth

MEASURES / METRICS: M

ANNUAL
PERFORMANCE
TARGETS

2022-2023: To achieve median growth on Reading as measured by MAP to at least the 60th percentile in all grade-levels.

2023-2024:



Priority Performance Challenge : Underperforming Students



Priority Performance Challenge : Participation in CMAS

2022-2023 Executive Team Report

Stephanie Trowbridge, Board President

October 2022

1. Agenda Meeting

Mr. Schoenhals, Micah and Stephanie met at the beginning of October to review the agenda, issues that have arisen and staff professional development. Mr. Schoenhals reviewed his plan for his report. We also met at the end of September for a check-in.

2. Recruitment

We will continue to recruit through different avenues of the school. Two of the Board members will be completing their terms in the spring so ongoing recruitment is needed.

3. Training

The upcoming Legal Training for Board members is **October 18th at 6 p.m. virtually**. This has been posted for the community to be aware of.

4. Committee Support

Stephanie is planning on attending each committee meeting at least once this school year. She is working on coordinating her schedule for the next facility committee.

5. Volunteer Hour

When we decided to have a Development Committee when I first started on the Board I took on the volunteer hours, log and calculation. We have had a volunteer managing the submissions. By the end of the last school year we had 2423.50. I would imagine the PTO Board as well as our Board did not log their hours. Thank you to everyone who has volunteered and please keep logging them.

One of the specifics for our charter is family involvement. One way to show this for our renewal is through volunteer hour collection. Plus, it's always fun to share how much we are contributing to Lincoln. Anyone can find the log, what counts as volunteer time and more information under the Volunteer page on the website.



SAC Minutes

Tuesday, October 4, 2022, 6:30pm
Lincoln Academy Library/Virtual-Teams

The Mission of Lincoln Academy is to help students attain their highest social and academic potential through an academically rigorous, content-rich education in a safe, orderly, and caring environment.

The Vision of Lincoln Academy is to prepare all students for their future endeavors by providing a comprehensive Core Knowledge Education.

I. Preliminaries

- a. SAC Chair, Sarah Wasinger, called the meeting to order at 6:40 pm.
- b. Attendance: Dawn Bennet (5th Grade Teacher), Wendy Edwards (Parent), Kristi Geisz (Community Member), Paul Hurst (PreK-8 Principal), Megan Lindgren (4th Grade Teacher), Carrie Matter (Parent), Yvette Mazone (Parent), Rob McCready (Parent), Maudra Pacheco (PTO rep), David Schoenhals (Executive Director), Brittany Tanner (7th Grade Science Teacher), Sarah Wasinger (Chair, BoD Representative), Gordon Wu (Parent), and Ryan Younkerman (PreK-8 Assistant Principal)

II. UIP (Unified Improvement Plan) Presentation

- a. Mr. Hurst, Mr. Schoenhals and Mr. Younkerman presented Lincoln Academy's tentative UIP.
- b. A Google Doc will be shared for SAC feedback.
- c. Deadline for UIP submission has been extended to the third week of October.

III. School Survey

- a. Staff survey will remain separate from the family survey.
- b. Tentative dates
 - i. Family survey – February
 - ii. Staff survey – March or April

IV. Meeting adjourned at 8:50 pm

Minutes respectfully submitted,
Kristi Geisz, SAC Community Member

Facilities Committee Report October 2022

The facilities committee is responsible for providing guidance, oversight, and, when appropriate, specialized expertise to the operations team in order to create and maintain a safe, healthy, and functional campus. As needed, this committee will make recommendations to the Board of Directors in relation to Operational and Fiscal Planning.

Committee Members in attendance: Lori Woods (Operations Manager), Norm Miendl (Facilities Manager), & Micah Gilbreath (LA Board Chair)

Facilities meetings will typically occur the first Friday of every month.

Next meeting November 4th (time TBD, please check board page).

Executive Summary

- Building and Campus Safety
- HVAC update
- 72nd Project Update
- Update for Lincoln Internal sitework
- Rental Properties update
-
- Facility related Dash Board Metrics

Building & Campus Safety:

- External door security enhancements on Building B near Pre-K have been completed
- Continual evaluation of security of all three buildings as well as budgeting

72nd Project update:

- City has completed stump removal around the perimeter of campus except near northwest pond per Lincoln's concern of pond integrity being disturbed
- City has installed new 6-ft high chain link fence on areas adjacent to campus where disturbed during recent construction activities
- See City of Arvada website for weekly update on project status (<https://arvada.org/w-72nd-avenue-project>)
 - Xcel Gas will be purging the gas line east of Oak St. in mid- to late-October
 - School community should allow for extra time for drop off and pick up
- Operations team is documenting historic water rights concerns with next phase of 72nd project
 - Adjacent property owners have informed city of their concerns
 - Operations wants to ensure Lincoln's primary water supply for irrigation is not reduced.

**FYI Lincoln holds highest historic water rights in this area but records for flows/quantity have not been discoverable to date*

Internal drive lane/parking lot design (Muller Engineering):

- Geotech sampling has been done at Lincoln, awaiting results → hope is to reduce pavement section "thickness" and significantly cut cost
- Working with Muller on external site lighting (possibly solar options) to reduce line item in project budget
- Working with Muller on landscape options being significantly reduced to cut cost on line item in project budget
- Committee's next meeting with consultant is October 20th → should be narrowing down design and construction costs as well as revisiting schedule

HVAC work:

- Current invoice has been paid by school with code compliance completed
- Change order within Operations approval limits has been issued for heating (Awaiting ordered materials)

Rental Properties update:

- Colorado Asbestos Consulting LLC has completed asbestos inspection sampling for each property
- Remaining scope is to sample Gazebo at NE property and storage buildings adjacent to driveline
- Current results did not find high levels of asbestos in majority of testing → few samples with < 2% that will require State of Colorado removal and abatement procedure
- Schedule:
 - August – Inspection sampling
 - September – Continuation of Inspection sampling
 - October - Consultant to provide Inspection report and asbestos abatement scope of work
 - November – Receive bids from minimum of three (3) abatement demolition contractors
 - December (Winter break) – abatement of all subject properties
 - March/April 2023 – Demolition of all subject properties

Facilities Committee schedule Dashboard Metrics:

- Micah has begun evaluation of facility related metrics
 - Initial priority to document and review HVAC work/expenditures to date → statistical projection of future HVAC needs from a budgetary standpoint
 - Additionally look at building statistics from an architectural viewpoint and document in an XCEL workbook

Proposed Motions:

Motion: None

Action items for next Facilities meeting:

- Building safety update
- 72nd project update
- Finalize budget review and project scope with consultant to proceed to 60% submittal process
- Coordinate bid process for abatement/demolition of properties and timeline for sampling to begin with consultant
- Quarterly review of facilities priority list

Next Facilities meeting at Lincoln Academy will be November 4th time TBD

Contact Micah Gilbreath if you would like to join this committee micahgilbreath@lincolnacademy.net

Finance Committee Report

The finance committee is responsible for planning, monitoring and recommending the yearly budget to the Board of Directors. As needed, this committee will make recommendations to the Board of Directors in relation to Operational and Fiscal Planning.

Executive Summary

- September 2022 Financial Review

September 2022 Financial Review:

- Revenue of \$2.2 million (primarily PPR) offset by expenditures of \$1.4 million
- Earnings on investments of \$10k related to interest earned on unspent bond funds
- Additional pay for both certificated and classified over budget by 26%; will be reimbursed by ESSR funds; related to summer planning pay and READ Act training
- Larger spend on marketing than in prior years; related to significant push to hire teachers and staff
- One day count enrollment at 746 representing a \$30k decrease in revenue from April 2022 budget
- Charter school construction grant estimated to show \$46k increase from prior budget
- Net margin for 2022-23 estimated at .8%

2022-2023 Finance Committee Goals:

- Assist executive team with salary review similar to 21-22 school year
 - What are “unseen” benefits that make us more competitive
- Work with facilities and executive team to begin plan for Building B

Proposed Motions

- None

Contact Amanda Corrion if you would like to join this committee amandacorrion@lincolnacademy.net.



Account		Prior Year			Current Year		Current Year	Current Year	
Number	Description	Total	Estimated Revenue	Budget	Operational Funds	Capital Funds	Total	Variance	Percent Spent
Prior Year Carryforward		5,237,910.70			3,339,826.06	2,495,639.44	5,835,465.50		
401000	Commissions/Profits	1,968.03	8,663.00	0.00	-	-	-	8,663.00	0%
401400	Ticket Sales	1,195.00	1,668.00	0.00	-	-	-	1,668.00	0%
408000	Resale	20,984.41	14,953.00	0.00	15,283.56	-	15,283.56	(330.56)	102%
409000	Sales-Fund Raising	3,120.50	12,846.00	0.00	3,366.71	-	3,366.71	9,479.29	26%
411000	Prop Tax-Mill Levy Override	1,353,584.50	1,392,278.00	0.00	355,560.12	-	355,560.12	1,036,717.88	26%
415000	Earnings On Investments	3,587.35	11,330.00	0.00	-	10,108.89	10,108.89	1,221.11	89%
419000	Other Revenue	1,905.89	1,137.00	0.00	-	-	-	1,137.00	0%
433000	State Revenue - Other	231,321.69	225,900.00	0.00	-	65,326.75	65,326.75	160,573.25	29%
434000	Exceptional Children Revenue	75,955.04	63,750.00	0.00	-	-	-	63,750.00	0%
450000	Transfers PPR	6,329,619.58	6,982,324.00	0.00	1,740,498.81	-	1,740,498.81	5,241,825.19	25%
450000	Transfers BOND	516,226.45	459,559.60	0.00	-	29,193.16	29,193.16	430,366.44	
451000	Fees/Dues	71,917.16	82,817.00	0.00	72,299.50	-	72,299.50	10,517.50	87%
455000	Tuition from Individuals	251,557.62	253,895.00	0.00	99,885.32	-	99,885.32	154,009.68	39%
461000	Building Rental	12,300.00	15,796.00	0.00	1,160.00	-	1,160.00	14,636.00	7%
474000	Transportation - Field Trips	37,085.85	49,968.00	0.00	20,071.40	-	20,071.40	29,896.60	40%
482000	Activity Revenue	8,430.00	21,711.00	0.00	5,967.50	-	5,967.50	15,743.50	27%
493500	Proceeds-Surplus Property	625,000.00	-	0.00	-	-	-	-	n/a
498000	Donations	11,125.00	5,000.00	0.00	-	-	-	5,000.00	0%
499000	Miscellaneous Revenue	-	600.00	0.00	10.00	-	10.00	590.00	2%
950500	Mandatory Transfers State Intercept	(526,540.61)	(459,559.60)	0.00	(29,193.16)	-	(29,193.16)	(430,366.44)	6%
Revenues		9,030,343.46	9,144,636.00	-	2,284,909.76	104,628.80	2,389,538.56	6,755,097.44	26%
Available		14,268,254.16	9,144,636.00		5,624,735.82	2,600,268.24	8,225,004.06	6,755,097.44	90%
511700 - 521000	Adminstration	439,495.90		357,804.00	91,558.30	-	91,558.30	266,245.70	26%
521100	Teacher	2,684,267.90		2,869,491.00	694,810.90	-	694,810.90	2,174,680.10	24%
521900	Substitute Teacher	24,725.00		20,000.00	2,700.00	-	2,700.00	17,300.00	14%
522100	Counselor	25,685.39		26,539.00	3,869.90	-	3,869.90	22,669.10	15%
522200	Teacher Librarian	73,247.00		75,522.00	18,524.25	-	18,524.25	56,997.75	25%
524200	Coordinator - Classified	110,822.49		125,128.00	37,184.33	-	37,184.33	87,943.67	30%
526200	Instructional Coach	120,332.00		143,801.00	32,168.10	-	32,168.10	111,632.90	22%
529200	Occupational Therapist	34,315.93		41,265.00	4,244.98	-	4,244.98	37,020.02	10%
529400	Nurse	31,468.30		30,650.00	6,788.60	-	6,788.60	23,861.40	22%
529600	Social Worker	65,868.00		122,800.00	30,625.17	-	30,625.17	92,174.83	25%
529800	Speech Therapist	42,445.92		54,692.00	5,456.25	-	5,456.25	49,235.75	10%
552100	School Secretary	205,981.19		240,492.00	54,252.93	-	54,252.93	186,239.07	23%
557100	Paraprofessional	581,100.13		798,932.00	107,949.77	-	107,949.77	690,982.23	14%
557600	Clinic Aides	26,674.36		25,043.00	6,651.86	-	6,651.86	18,391.14	27%
591100	Custodian	105,514.38		135,042.00	30,919.93	-	30,919.93	104,122.07	23%
591400	Campus Supervisor	64,752.79		62,628.00	16,949.61	-	16,949.61	45,678.39	27%
599400	Unused Sick Leave	32,744.37		25,000.00	210.00	-	210.00	24,790.00	1%
599810	Additional Pay - Certificated	12,050.00		15,000.00	18,940.80	-	18,940.80	(3,940.80)	126%
599820	Additional Pay-Classified	1,250.00		1,750.00	1,995.60	-	1,995.60	(245.60)	114%
599830	Additional Pay-Administrative	-		1,750.00	-	-	-	1,750.00	0%
Salaries		4,682,741.05		5,173,329.00	1,165,801.28	-	1,165,801.28	4,007,527.72	23%
699000	Employee Benefits	1,276,448.77		1,598,368.00	340,297.16	-	340,297.16	1,258,070.84	21%
Benefits		1,276,448.77		1,598,368.00	340,297.16	-	340,297.16	1,258,070.84	21%
Total Salaries and Benefits		5,959,189.82		6,771,697.00	1,506,098.44	-	1,506,098.44	5,265,598.56	22%
701000	Mileage And Travel	47.04		1,100.00	-	-	-	1,100.00	0%
702000	Employee Training & Conf	5,858.56		18,350.00	1,545.00	-	1,545.00	16,805.00	8%
708000	Background Verifications	1,810.50		2,500.00	1,196.10	-	1,196.10	1,303.90	48%
710000	Meals/Refreshments	6,153.74		7,805.00	736.42	-	736.42	7,068.58	9%
713000	Student Transportation	6,424.36		10,500.00	-	-	-	10,500.00	0%
715000	Student Admission/Entry Fees	33,877.47		43,000.00	5,111.58	-	5,111.58	37,888.42	12%



Account		Prior Year			Current Year		Current Year	Current Year		
Number	Description	Total	Estimated Revenue	Budget	Operational Funds	Capital Funds	Total	Variance	Percent Spent	
721000	Legal Fees	4,365.00		5,000.00	-	-	-	5,000.00	0%	
723000	Printing	-		1,100.00	-	-	-	1,100.00	0%	
731000	Contracted Services	150,884.22		173,795.00	21,631.32	-	21,631.32	152,163.68	12%	
735000	Bank Fees & Other Expense	120.46		0.00	-	619.73	619.73	(619.73)	n/a	
743000	Equipment Rental	1,648.69		5,500.00	182.70	-	182.70	5,317.30	3%	
745000	Contract Maint/Eq Repair	4,943.45		10,100.00	266.60	-	266.60	9,833.40	3%	
745500	Technology Services	59,052.72		58,055.00	34,833.47	-	34,833.47	23,221.53	60%	
746000	Const Maint/Repair-Bldg	41,336.38		44,500.00	7,459.82	-	7,459.82	37,040.18	17%	
747000	Software Purch/Lease	-		0.00	-	-	-	-	n/a	
752000	Marketing - Advertising	3,018.23		500.00	1,255.42	-	1,255.42	(755.42)	251%	
761000	Natural Gas	18,363.68		22,475.00	2,638.55	-	2,638.55	19,836.45	12%	
764000	Electricity	64,922.09		70,800.00	15,400.13	-	15,400.13	55,399.87	22%	
765000	Voice Communication Line	13,344.54		13,860.00	3,007.89	-	3,007.89	10,852.11	22%	
766000	Water & Sanitation	17,888.68		19,595.00	2,865.45	-	2,865.45	16,729.55	15%	
768000	Postage	288.08		600.00	60.00	-	60.00	540.00	10%	
769000	Permits/Licenses/Fees	19,925.56		18,604.00	10,992.82	-	10,992.82	7,611.18	59%	
770000	Risk Management Charges	88,648.28		93,500.00	31,665.40	-	31,665.40	61,834.60	34%	
770800	Unemployment Comp Insur	11,511.20		15,520.00	2,283.87	-	2,283.87	13,236.13	15%	
781000	Lease Purch-Other-Principal	175,000.00		140,000.00	-	-	-	140,000.00	0%	
781500	Lease Purch-Other-Interest	284,686.42		319,024.00	-	159,512.05	159,512.05	159,511.95	50%	
950000	Transfers District Fees	787,010.34		857,491.00	209,446.18	-	209,446.18	648,044.82	24%	
	Purchased Services	1,801,129.69		1,953,274.00	352,578.72	160,131.78	512,710.50	1,440,563.50	26%	
804000	Fund Raising	-		1,500.00	-	-	-	1,500.00	0%	
805000	Materials/Supplies-Other	11,633.56		21,000.00	6,109.03	-	6,109.03	14,890.97	29%	
806000	Materials/Supplies Resale	16,788.88		20,600.00	3,873.56	-	3,873.56	16,726.44	19%	
810000	Office Material/Supplies	3,267.21		3,500.00	1,678.96	-	1,678.96	1,821.04	48%	
810001	Office Equipment - Under \$5K	6,111.98		7,850.00	3,864.84	-	3,864.84	3,985.16	49%	
812000	Clinic Supplies/Materials	463.23		1,250.00	40.91	-	40.91	1,209.09	3%	
814000	Custodial Supplies	12,718.14		17,200.00	3,901.89	-	3,901.89	13,298.11	23%	
820000	Instructional Material/Supply	81,007.18		108,035.00	17,277.26	-	17,277.26	90,757.74	16%	
820001	Instructional Equip-Under \$5K	78,883.24		45,000.00	98.00	-	98.00	44,902.00	0%	
822000	Textbooks	5,293.27		35,000.00	1,087.19	-	1,087.19	33,912.81	3%	
823000	Copier Usage	24,795.00		26,600.00	2,550.38	-	2,550.38	24,049.62	10%	
824000	Testing Materials	866.30		1,500.00	102.50	-	102.50	1,397.50	7%	
826000	Graduation Materials	39.34		500.00	-	-	-	500.00	0%	
829000	Athletic Supplies	-		0.00	-	-	-	-	n/a	
840000	Maint Materials/Supplies	14,785.65		20,500.00	8,315.42	-	8,315.42	12,184.58	41%	
870000	Library Materials	2,904.25		3,200.00	178.63	-	178.63	3,021.37	6%	
885000	Miscellaneous Expense	-		500.00	-	-	-	500.00	0%	
889000	Consumable Supplies	150.12		500.00	12.47	-	12.47	487.53	2%	
	Materials and Supplies	259,707.35		314,235.00	49,091.04	-	49,091.04	265,143.96	16%	
930000	Building Improvements	412,761.80		50,000.00	207,760.65	-	207,760.65	(157,760.65)	416%	
	Capital Outlay	412,761.80		50,000.00	207,760.65	-	207,760.65	(157,760.65)	416%	
	Total Expenditures	8,432,788.66		9,089,206.00	2,115,528.85	160,131.78	2,275,660.63			
	Pre-Adjusted Carryforward	5,835,465.50			3,509,206.97	2,440,136.46	5,949,343.43			
	Encumbrances	-		-	-	-	-			
	Requisitions	-		-	-	-	-			
TABOR (school enters amount)		232,420.74								
	Adjusted Carryforward	5,835,465.50			3,509,206.97	2,440,136.46	5,949,343.43			

2022 October Development Committee Meeting

Meeting Details

Date: Wednesday, October 12, 2022

Time: 1:30 p.m.

Location: Teams

Attendees: Lacy Cleveland (Board Representative and Chair), Jess Cress (Co-Chair & Lincoln Academy Parent)

Minutes

- I. Call to Order 1:30 p.m.
- II. Nomination of Co-Chair
 - a. Lacy Cleveland nominated Jess Cress as the Development Committee Co-Chair.
 - b. Acceptance of Nomination by Jess Cress
- III. 2022-2023 Committee Goals
 - a. Goal: The development committee will coordinate two volunteering opportunities for Lincoln Academy students and their families during the 2022-2023.
 - i. Purposes: to simultaneously
 1. serve and enrich the greater Lincoln Community.
 2. promote Lincoln Academy.
 - ii. Potential Activities:
 1. Adopt a Road
 2. Read to Seniors
 3. Community Table
 4. Rotate these opportunities through grade-levels
 - b. Goal: To recruit three additional committee members by February 2023, bringing the total number of committee members to five.
 - c. Long-Term Goals
 - i. To explore grant funding opportunities that align with the Board's Strategic Priorities, Mission of Lincoln Academy and Vision of Lincoln Academy
- IV. Action Items
 - a. Lacy will follow-up with David and to obtain feedback determining which of these activities is most ability
 - b. Recruitment – The board is actively recruiting right now through teacher nominations.
 - c. Committee Mission Statement
- V. Next Meeting: Wednesday, December 7 at 1:30 p.m. via Teams. If anyone is interested in serving on the Development Committee, please contact Lacy Cleveland (lacycleveland@lincolnacademy.net).

Governance Committee Report

Executive Summary

Here are updates to the strategic plan:

- Board Dashboard – No updates
- Update policies and by-laws – Review 1.0
- Board Evaluation – No updates
- Executive Director Evaluation – No updates
- Board Training – List of modules to review for this month and next month.

Strategic Plan

Board Dashboard

I look forward to any feedback on the dashboard.

Update Policies and By-laws

Policy Review

As part of our monthly policy review, we are reviewing section 1.0. As part of this review, we will also review the Carver Policy Governance© model as found here [The Policy Governance® Model - an Overview \(carvergovernance.com\)](https://carvergovernance.com).

Having an understanding of Carver Governance is important as our by-laws state the following:

SECTION 3.9 BOARD POLICY The policies enacted by the Board shall be shall guided by the *Carver Policy Governance© model*.

In last year's review of 1.0, it was noted that we do not have technology called out as a skill. I would like to work with SAC to work on wording to add this to our policy this year.

In addition to reviewing 1.0, we will also review 5.1.1:

Lincoln Academy intends to follow the Jefferson County School District policy intent regarding record retention, as described in Title: Records Retention and Open Records Requests (Section K, Code KBD), found on the JeffCo Public Schools Website at this [link](#) or by searching their policy documents.

1. Former Board Member Document Retention

- For purposes of open records compliance, any former board members email, and personal documents will be retained for one month after the end of their term, resignation, or removal from office. After one month, their data will be deleted.

Board Evaluation

No updates to the board evaluation for this month.

Executive Director Evaluation

No updates this month.

Board Training

Here is the list of training modules to review for the October meeting:

- Charter Schools Act
- Charter School Finance
- Board Financial Oversight

Here are the modules to review for November:

- Sunshine Law
- Productive Board Meetings
- Effective Committees

Other Business

Next Meeting

To be determined