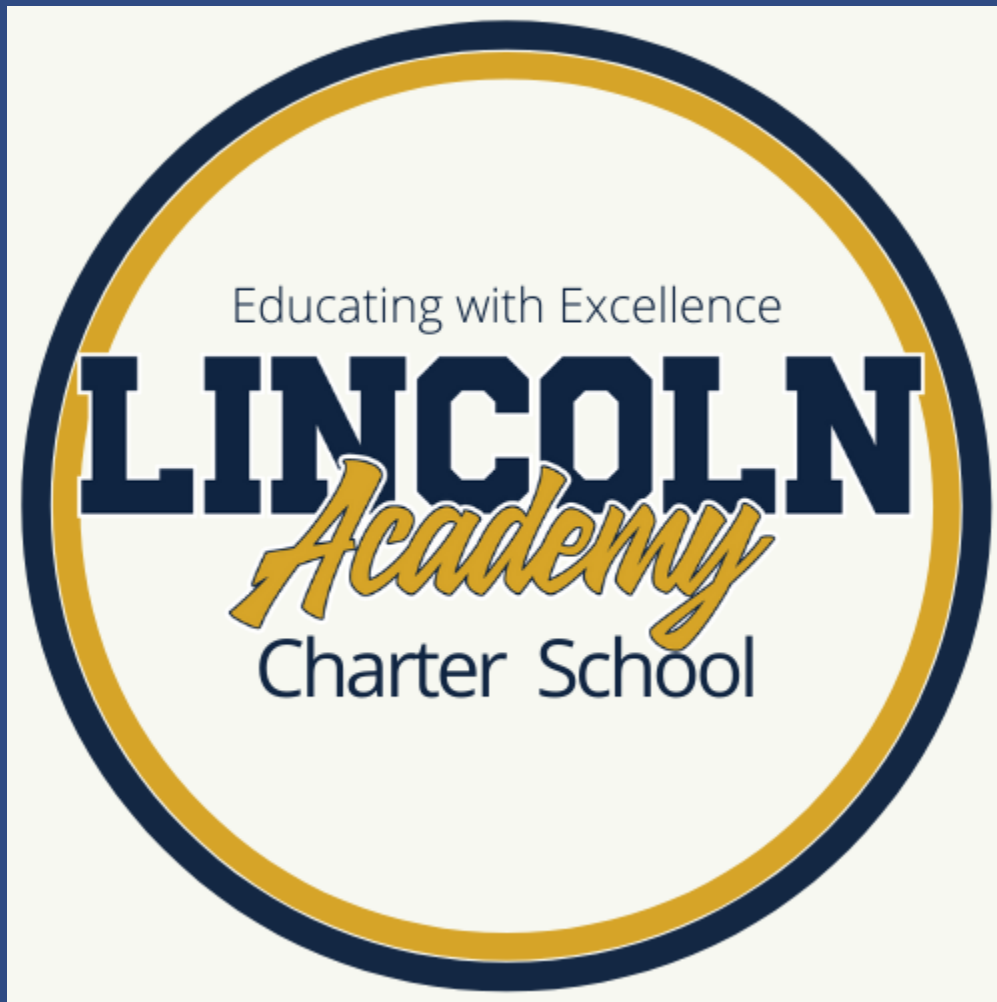


LINCOLN ACADEMY



Executive Director Report
September 20, 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

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SAFE, ORDERLY, CARING

Driveline

The administrative team has spent significant time considering how to best support student safety during both drop-off and pickup. We have appreciated the productive feedback and discussions that have taken place that have led to some of the changes/adjustments that have been made along the way. We recognize that with limited staff available during these times, we must carefully consider the pros and cons of any decision we make related to driveline. While some decisions may seem obvious, there are a host of other considerations that many people don't realize are quite challenging. With the significant amount of construction taking place in the neighborhood, there may be more adjustments that need to take place throughout the year. We recognize that our decisions will not make all people happy but we will remain steadfast in making determinations that we believe are in the best interest of our community.

Social/Emotional Learning (SEL)

Second Step is the social/emotional learning curriculum being utilized in all homeroom classrooms at Lincoln Academy. Children need social/emotional learning skills to thrive both in the classroom and in life. SEL curricula teach children techniques to:

- Gain confidence
- Set goals
- Make better decisions
- Collaborate with others in work and play
- Navigate the world more effectively

Social/emotional learning isn't just a feel-good activity. It's not psychotherapy or an attempt to parent kids. Nor is it a substitute for core academic subjects such as math, science, or literacy. Instead, SEL concepts provide an extra dimension to education, focusing on improving cooperation, communication, and decision-making. In a world where emotional intelligence is critical for lifelong happiness, successful careers, and healthier relationships, SEL gives students a framework for developing these skills.

Circles are gatherings in which all participants sit in a circle facing each other to facilitate open, direct communication. Circles are also being utilized during homeroom in Lincoln Academy classrooms. Dialogue circles provide a safe, supportive space where all community members can work through challenges and highlight common successes.

Parents can expect to receive updates from the Loop and from classroom teachers around current content during their current Social/emotional learning.

ENROLLMENT

	Number Enrolled for 22-23	Projected Number	Number of openings	Offers Pending	Number on the waitlist as of 8-25-22
K Full Day	85	88	3	1	0
1	89	88	-1		0
2	78	80	2		0
3	86	84	-2		1
4	85	84	-2	1	0
5	84	84	0		0
6	85	84	-1		37
7	79	84	4		19
8	74	77	3		20
Total	745	753	6		77

PROFESSIONAL DEVELOPMENT OVERVIEW

The 2021-2022 focus for professional development at Lincoln Academy comes from our mission.

...academically rigorous

...content rich

Use of data through observations (Learning Walks, Evaluations), state and interim assessments (CMAS, MAP, Acadience), and student current achievement levels has and will help determine what specific professional development will take place for all teachers and some teachers. The venues for professional development include Tuesday meetings, monthly grade-level or content teams, and individual coaching.

On, September 8th, we completed our first Learning Walk. We were able to spend about 10 minutes in over 40 different classrooms ranging from Pre-K to 8th grade. The observation team included school administration and instructional coaches. Future Learning Walks will also include teachers. Below, you will find the positive trends we noticed throughout our visits, as well as some thoughts and next steps as we continue to move Intentionally Forward this school year.

Strengths

- Teachers are building strong relationships with their students. The classroom atmosphere is evidence of the positive outcomes from morning circles and SEL lessons run by our teachers.
- The Specials Classrooms were places where rigor (thinking and interacting deeply with content) was clearly demonstrated. These teachers were consistent in asking their students thought provoking questions that made them evaluate, critique, predict, and wonder.
- In classes where classroom management structures and routines were in place, students were able to focus on the learning task.
- Numerous teachers encouraged risk taking in their students. These teachers used student misconceptions and mistakes as key components of a productive struggle where the focus and value of the learning is on the process not only the end result.
- In classes where teachers presented instructions with clarity and models, the students were much more engaged and successful in achieving the new learning.

Wonderings and Next Steps

- How can we use student discourse to create and demonstrate rigor (thinking and interacting deeply with content) within the classroom? What support would teachers need in that work?
- What changes can be made to current written learning goals to emphasize the knowledge gained through the learning rather than a focus on task completion?
- How can we improve our assignments and activities to move beyond asking students to mostly recall facts, to activities that require them to synthesize, critique, and analyze content?

As a result of the Learning Walk and the other aforementioned areas of data collection, present and future Professional Development will include:

...academically rigorous

Principles of Learning

Use of talk structures that support student engagement and discourse such as Accountable Talk

Clear Learning Goals

...content-rich

Within our resources, select rich problems that promote higher-order thinking

Supplement within our resources tasks that better support grade-level content standards

YEARLY GOAL OVERVIEW

1. Academic Performance

- Oversee professional development/instructional coaching system that supports teachers with utilizing data and research-based best practices to meet the academic and social/ emotional needs of ALL students.
- Ensure a comprehensive and aligned Core Knowledge education with fidelity.
- Regularly track and report student academic progress. Adjust academic instruction and support based on student achievement levels.
- Recognize academic excellence and growth with students, families, and teachers.

Performance Target:

Math: When compared to the 2021-2022 school year data, each grade-level will show an increase of 2-3 median growth percentiles with a minimum median growth percentile of 55. This does not apply to grades already at the 65th percentile or above.

Reading: When compared to the 2021-2022 school year data, each grade-level cohort will demonstrate an increase of two to three median growth percentiles with a minimum value median growth percentile of 50.

2. Finance, Facilities, Operations

- Determine the impact of programs and staffing/job descriptions in reaching our mission and vision. Adjust in these areas to better support our mission and vision into the future. This will include looking closely from a cost perspective.
- Determine a process for replacement of Building B.
- Work with the finance team and administration to research jobs, salaries, etc. at similar charter schools to support operations and retention of staff.

Performance Target:

By the end of June 2023, complete the following related to Building B replacement.

- Update the master feasibility and cost study.*
- Begin investigation options for remodeling and/ or new structures, including estimates for costs.*
- Begin researching possible funding sources.*

The salaried staff retention rate will be 91% of those eligible to return to Lincoln Academy.

3. Climate and Culture

- Develop a safe, orderly, and caring school culture and environment.
- Support the social-emotional needs of all Lincoln Academy students.
- Utilize a discipline system that supports a safe, orderly, and caring school environment.
- Develop a school climate and culture where all stakeholders love coming to Lincoln.

Performance Target:

A decrease of at least 20% in the number of discipline referrals and suspensions.

Family and Staff Satisfaction surveys positive responses to exceed 2021-2022 by 3%.

STUDENT ACHIEVEMENT DATA (CMAS AND MAP)

	CMAS % Exceeded or Met	CMAS % Exceeded	CMAS % Met	CMAS % Approached	CMAS % Partially Met	CMAS % Did Not Meet	MAP Growth 20-21 to 21- 22
21-22 2nd Grade Math							65 to 45
21-22 3rd Grade Math	57	19	38	24	11	8	49 to 87
21-22 4th Grade Math	24	1	23	39	28	8	70 to 56
21-22 5th Grade Math	32	4	28	29	27	12	46 to 60
21-22 6th Grade Math	41	3	38	25	23	12	61 to 80
21-22 7th Grade Math	35	8	27	38	27	0	66 to 76
21-22 8th Grade Math	62	9	53	31	3	3	47 to 65
21-22 2nd Grade ELA							47 to 59
21-22 3rd Grade ELA	42	5	37	30	13	15	39 to 50
21-22 4th Grade ELA	36	1	35	32	18	13	50 to 51
21-22 5th Grade ELA	51	1	50	32	13	4	42 to 45
21-22 6th Grade ELA	68	16	52	17	7	7	42 to 61
21-22 7th Grade ELA	59	22	37	32	6	3	59 to 62
21-22 8th Grade ELA	69	13	56	22	9	0	52 to 70

UNIFIED IMPROVEMENT PLAN

Unified Improvement Planning was introduced in 2009 to streamline improvement planning components of state and federal accountability requirements. Based on the Colorado Achievement Plan for Kids (SB212-08), the primary purpose of improvement planning is to align efforts to: *Ensure all students exit the K-12 education system ready for post-secondary education, and/or to be successful in the workforce, earning a living wage immediately upon graduation.*

Colorado schools and districts can improve student learning and system effectiveness by engaging in a cycle of continuous improvement to manage their performance. To support this purpose, the Education Accountability Act of 2009 requires each Colorado district and school to create an annual improvement plan.

In Jeffco, initial drafts of the Unified Improvement Plan were due on September 16th. Modified School Performance Plans and Growth data, however, were significantly delayed. They came out on September 12th. Therefore, schools were granted extensions until the beginning of January to complete the UIP drafts. We will have initial work on the UIP to be shared with the Lincoln Academy School Accountability Committee for review and feedback at the end of September/beginning of October.

Much of the data utilized for the Unified Improvement Plan is to be based upon CMAS achievement and growth data. With CMAS not being assessed in 2020 and the modifications made in 2021, there are holes in the data that has made it difficult to set goals based on CMAS growth and achievement data that reflect recent trends and results. Assuming in 2023 that the CMAS assessment is administered as planned, we will finally be able to have achievement and growth data available in all grades for use with next year's UIP.

GRANDPARENTS' DAY

Grandparents' Day has long been a favorite Lincoln Academy event. Our PTO is partnering with us once again to bring back this special day on Friday, September 23.

7:45	Grandparent Arrival Options: • Drop off grandparents with students via the driveline, or • Grandparents will be directed to park in one of several lots on campus where they can walk to the building or wait for a ride with staff in a golf cart, or • Grandparents may park in the neighborhood and walk Parents should avoid parking during drop off to allow space for grandparents Parking Lot Map
7:45 - 8:20	Continental Breakfast, grandparents only in the cafeteria and gymnasium
8:25 - 8:35	Administrative Welcoming in the gymnasium
8:45 - 10:20	Classroom Visits
10:30 - 11:30	Music Program in the gymnasium
11:30 12:00	Dismissal • Grandparents may release their students from their classroom teachers as early as 11:30 • Remaining students dismiss to driveline at noon

STUDENT GOVERNMENT (STUGO)

One of the major tasks for both our 5-6 and 7-8 student government classes has been brainstorming ways in which our school can build an amazing climate and culture through various events involving students/families at school. The 5-6 class has already presented their initial ideas to David and Paul. We will follow-up with the classes so that we can determine collectively what events we will move forward with and begin plans for them in the near future.

	CMAS % Exceeded or Met	CMAS % Exceeded	CMAS % Met	CMAS % Approached	CMAS % Partially Met	CMAS % Did Not Meet	MAP Growth 20-21 to 21-22
21-22 2nd Grade Math							65 to 45
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21-22 6th Grade Math	41	3	38	25	23	12	61 to 80
21-22 7th Grade Math	35	8	27	38	27	0	66 to 76
21-22 8th Grade Math	62	9	53	31	3	3	47 to 65
21-22 2nd Grade ELA							47 to 59
21-22 3rd Grade ELA	42	5	37	30	13	15	39 to 50
21-22 4th Grade ELA	36	1	35	32	18	13	50 to 51
21-22 5th Grade ELA	51	1	50	32	13	4	42 to 45
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21-22 8th Grade ELA	69	13	56	22	9	0	52 to 70

2022-2023 Executive Team Report

Stephanie Trowbridge, Board President

September 2022

1. Agenda Meeting

Mr. Schoenhals, Micah and Stephanie met at the beginning of September to review the agenda, issues that have arisen and staff professional development. Mr. Schoenhals reviewed his plan for his report.

2. Recruitment

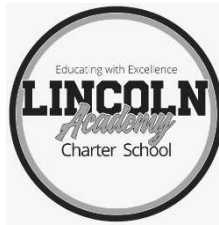
Lacy continues to reach out to new volunteers. We appreciate Lacy's emphasis on this, including an up-and-coming Development Committee discussion. Parent Academy Nights went well and we appreciate the introductions from Mr. Schoenhals at each one.

3. Training

The upcoming Legal Training for Board members is **October 18th** at 6 p.m. virtually. We will rearrange our Board meeting to accommodate this and hold it as a workshop prior.

4. Committee Support

Stephanie is planning on attending each committee meeting at least once this school year. She attended the SAC meeting virtually. Thank you, Sarah and the committee, for having me. Next will be a Facility Meeting.



SAC Minutes

Tuesday, September 6, 2022, 6:30pm
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 6:35 pm.
- b. Attendance: Karen Dwyer (ALP & Enrichment Coordinator), Shannon Gantenbein (Parent), Kristi Geisz (Community Member), Carrie Matter (Parent), Rob McCready (Parent), Maudra Pacheco (PTO rep), Stephanie Trowbridge (BoD President), Sarah Wasinger (Chair, BoD Representative), Gordon Wu (Parent), and Ryan Younkerman (Admin representative)

II. Review of the year so far

- a. Better communication on DriveLine is needed
- b. Positive feedback from Parent Academies
- c. Positive feedback on inclusion of COVID guidelines and introduction to SRO in Lincoln Loop

III. Review of LASAC year long plan presented by Sarah

IV. Surveys - Ryan will clarify with admin.

- a. Any changes desired to the Parent Survey?
- b. Could the Teacher Survey be conducted later in the year to increase participation?
- c. Staff Survey?

V. UIP

- a. Our admin received access to UIP only yesterday and will receive CMAS scores tomorrow.
- b. UIP will be presented to BoD on 9/20.
- c. Mr. Hurst will present to SAC at special meeting on 9/26.
- d. Deadline for UIP submission has been extended to early October.

VI. Parent Engagement Topics

- a. Discipline/School Culture/Philosophy townhall/meeting
 - i. Ryan will propose this to admin as a video presentation with opportunity for families to submit questions via a GoogleDoc.
 - ii. Potential questions/topics:
 - a) Love and Logic....what is it? Where does it fit in?
 - b) What is Restorative Justice?
 - c) What happens when my student "gets in trouble"?
 - d) What happens when my student has trouble with another kid?
 - e) What is MTSS?
 - f) What is our SEL curriculum?
 - g) Review of handbook changes
- b. Fall Internet Safety: Ami is working on this.
- c. High School Open enrollment (November): Kristi will gather information.
- d. Summer activity fair (January)
- e. Testing Townhall (March)

f. Growing & Changing Preview for Parents (April)

g. Internet Safety (Spring): PTO Today.

VII. Next meetings:

a. 9/26/22 - UIP presentation by Mr. Hurst

b. 10/2/22 – Regular SAC meeting

VIII. Meeting adjourned at 8:00 pm

Minutes respectfully submitted,

Kristi Geisz, SAC Community Member

Facilities Committee Report September 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 & Micah Gilbreath (LA Board Chair)

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

Next meeting October 7th (8:15-9:30 AM).

Executive Summary

- Whitney Mechanical change order
- Building and Campus Safety
- 72nd Project Update
- Update for Lincoln Internal sitework
- Comcast fiber optic project
- Playground improvements
- Rental Properties update

Whitney Mechanical change order:

- Attached is change order for Whitney Mechanical
- This will allow Whitney to properly "finish" the project in building A.
- Two of the items are code requirements that Whitney Mechanical has discovered are existing building conditions that should be addressed (items 1 and 3 on the change order).
- Working on permit process with Vanir for this part (close or not close current permit)
- Replacement of hot water control to prevent heat issues this Winter or next, appears issue was an oversight by the designer
- \$10k change order on a \$366k project. Amount amount is within operations spending limits but wanted to inform Facilities committee

Building & Campus Safety:

- New Doors scheduled for install 9/16/2022
- Researching some additional safety measures to change out hardware on certain doors

72nd Project update:

- 60% Rail Road plans resubmitted August 25.
- Team is hopeful for same project timeline as discussed, summer 2023 work Lincoln entrances.
- City has removed the tree stumps they can along 72nd avenue without disturbing the current pond integrity.
- Fence repair in near future
- Weekend project to start 9/23 (GP Day) Lori Woods has coordinated with SEMA and City of Arvada to begin this phase of work after half day traffic is done
- Groundwater Monitoring is occurring north of Lincoln,
 - Water rights to Highline Canal and Crook Canal have been of concern with Property owner near our campus.
 - City is working with said property owner as well as Geotech and Structural engineer on the project.
 - Lincoln is watching closely to make sure integrity of our water rights from Highline are preserved. This water is used to irrigate our campus.
- See City of Arvada website for weekly update on project status (<https://arvada.org/w-72nd-avenue-project>)

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

- Lincoln Academy, Vanir, and Muller met to discuss 30% design package and Engineer's Cost Estimate
 - Facilities brought numerous ideas for cost savings to the engineer (Quantity reduction of landscape, lighting)
 - Pavement cross section and drainage requirements over-designed to meet City standards.
 - Requested a Geotechnical engineer take a few core samples to determine stability and recommend less pavement cross section to reduce cost
 - Drainage engineer with Muller working with City of Arvada to ask for drainage expemption

Building B Roof:

- Work has been completed for the partial roof replacement (approx. 1/3 of roof) as approved by BoD
 - North Roof replaced, including sheathing
 - Failing Evaporative Cooler Removed
 - Replaced with In-Room coolers

Playground Improvements:

- Operations is tracking three bar delivery and installation

Rental Properties update:

- Both rental properties have been vacated by tenants (*ahead of schedule*)
- Colorado Asbestos Consulting LLC has begun sampling of each property (start date 8/9/2022) (*ahead of schedule*)
- Proposed schedule:
 - August – Inspection and sampling to occur
 - September – N/A
 - 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 made decision to reconnect utilities that City of Arvada temporarily disconnected to prevent freeze in colder months prior to demolition

Facilities Committee schedule for Priority List and Dashboard Metrics:

- TBD

Proposed Motions:

Motion: None

Additional Facilities Updates: *Action item for next Facilities Committee meeting: Building safety update, 72nd project update, Revisit cost updates for Internal site work and schedule, Rental Properties status and timeline for going to bid, any additional outstanding items update.*

Next Facilities meeting at Lincoln Academy will be October 7th at 8:15 am – 9:30 am.

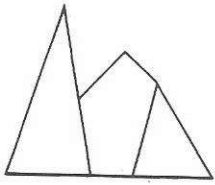
Contact Micah Gilbreath if you would like to join this committee micahgilbreath@lincolnnacademy.net

Facilities Committee goals for the 2022-2023 school year:

- **In progress:** Building & Campus Safety measures from a facilities viewpoint
- **Completed:** Rental properties decision
- **In progress:** Addition of facilities data/metrics to BoD internal dashboard
- **Completed:** Partial Roof replacement on Building B
- **In progress:** assist in management of design package for Internal driveline work
- **In progress:** Coordinate with PTO on further playground enhancements/buddy benches

Facilities Committee goals for the 2021-2022 school year:

- **In progress:** Update our facilities priority list on a bi-annual basis. The list includes improvements and needs for campus buildings and grounds.
- **Completed:** boiler instillation on south end of building A
- **Completed:** two new exterior security doors.
- **In progress:** Continue to develop design and planning for interior infrastructure site improvements in coordination with the City of Arvada's 72nd project.
- **Completed:** Design and install the HVAC for the three existing condensers serving building A office hallway as well as the ten units serving Building C.
- **Completed:** Discuss ATV pricing for snow removal and possible ways to fund



WHITNEY MECHANICAL COMPANY, INC.

Design Build • Plan and Specifications

September 6, 2022

Envision Mechanical Engineers, Inc.
9777 Pyramid Ct., Suite 260
Englewood, CO 80112

Attn: Jerry Bivens
Lori Woods, Lincoln Academy
Flora Aguirra-Diaz, Vanir

RE: Change Order Request for Lincoln Academy RTU/FCU

Gentlemen:

Below are 3 proposed change order requests:

1. Secondary drain pans for 3 Fan Coil Units 1, 3 & 4. Per ICC Code 307.2.3 "where damage to any building component could occur as a result of overflow from the equipment primary condensate removal system failure"
Install new condensate drain pan and piping hookup

Total price for all 3 FCU's.....\$2,150.00

2. Replace the hot water control valves on the 3 new Fan Coil Unit Reheat Coils. The old control valves are original, and we do not know if the valves work properly. The new control valves will tie into the new fan coil unit controls, insuring proper control. We have included adding access doors in the ceiling where coils are located for future maintenance work.
Fan Coil Unit 1: 1 existing reheat coil, new hot water control valve, piping, wiring
Fan coil units 3 & 4: 2 existing reheat coils per FCU, new hot water control valves, piping, wiring, and access doors

Total price.....\$6,400.00

Envision Mechanical Engineers, Inc.
September 6, 2022
Page two of two

3. Condensate drain piping for Fan Coil Unit 1

No drain piping was installed. The Fan Coil Unit drains directly on the dirt in the crawl space.

Per ICC Code 307, the condensate will be discharged into an approved place.

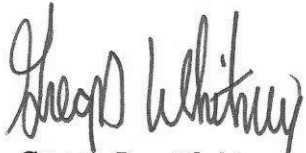
Includes piping from FCU-1 to Art Room sink

Total price.....\$1,250.00

Please advise if we should proceed.

Yours truly,

WHITNEY MECHANICAL COMPANY, INC.



Greg D. Whitney
President

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

- 2021-2022 Annual Financials Update
- August 2022 Financial Review

2021-2022 Annual Financials Update:

- Jeffco made additional updates, resulting in final margin of \$590,000 resulting in a positive budget variance of \$144,000; reduction of \$59,000 in margin from prior report
- Pre-adjusted carryforward to 2022-2023 school year of \$3,124,000

August 2022 Financial Review:

- Revenue of \$2.2 million (primarily PPR) offset by expenditures of \$1.4 million
- Largest single expenditure is payroll and benefits
- No out of budget items YTD

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	3,170,503.84			2,750,592.78	2,487,317.92	5,237,910.70		
401000	Commissions/Profits	2,157.19	8,663.00	0.00	1,968.03	-	1,968.03	6,694.97	23%
401400	Ticket Sales	-	1,668.00	0.00	1,195.00	-	1,195.00	473.00	72%
408000	Resale	10,388.31	20,000.00	0.00	20,984.41	-	20,984.41	(984.41)	105%
409000	Sales-Fund Raising	294.78	12,846.00	0.00	3,120.50	-	3,120.50	9,725.50	24%
411000	Prop Tax-Mill Levy Override	1,348,701.29	1,352,979.00	0.00	1,353,584.50	-	1,353,584.50	(605.50)	100%
415000	Earnings On Investments	101.94	11,330.00	0.00	-	3,587.35	3,587.35	7,742.65	32%
419000	Other Revenue	24.76	1,137.00	0.00	1,905.89	-	1,905.89	(768.89)	168%
431100	Capital Lease Proceeds	9,023,895.85	-	0.00	-	-	-	-	n/a
433000	State Revenue - Other	217,844.70	215,977.00	0.00	16,956.52	214,365.17	231,321.69	(15,344.69)	107%
434000	Exceptional Children Revenue	89,384.40	75,955.00	0.00	75,955.04	-	75,955.04	(0.04)	100%
438000	State ELPA Revenue	9,681.12	-	0.00	-	-	-	-	n/a
450000	Transfers PPR	5,726,686.23	6,319,320.00	0.00	6,329,619.58	-	6,329,619.58	(10,299.58)	100%
450000	Transfers Bond	675,690.70	463,882.50	0.00	-	516,226.45	516,226.45	(52,343.95)	111%
451000	Fees/Dues	42,885.99	62,817.00	0.00	71,917.16	-	71,917.16	(9,100.16)	114%
455000	Tuition from Individuals	243,869.44	253,895.00	0.00	251,557.62	-	251,557.62	2,337.38	99%
461000	Building Rental	9,600.00	15,796.00	0.00	12,300.00	-	12,300.00	3,496.00	78%
474000	Transportation - Field Trips	10,565.76	49,968.00	0.00	37,085.85	-	37,085.85	12,882.15	74%
482000	Activity Revenue	400.00	21,711.00	0.00	8,430.00	-	8,430.00	13,281.00	39%
493500	Proceeds-Surplus Property	-	625,000.00	0.00	625,000.00	-	625,000.00	-	100%
498000	Donations	34,099.00	10,000.00	0.00	11,125.00	-	11,125.00	(1,125.00)	111%
499000	Miscellaneous Revenue	-	600.00	0.00	-	-	-	600.00	0%
950500	Mandatory Transfers State Intercept	(675,690.70)	(462,882.50)	0.00	(260,490.04)	(266,050.57)	(526,540.61)	63,658.11	114%
	Revenues	16,770,580.76	9,059,662.00	-	8,562,215.06	468,128.40	9,030,343.46	29,318.54	100%
	Available	19,941,084.60	9,059,662.00		11,312,807.84	2,955,446.32	14,268,254.16	29,318.54	157%
511700-521000	Adminstration	298,067.58		439,496.00	439,495.90	-	439,495.90	0.10	100%
521100	Teacher	2,407,477.33		2,687,710.00	2,684,267.90	-	2,684,267.90	3,442.10	100%
521900	Substitute Teacher	14,085.00		29,900.00	24,725.00	-	24,725.00	5,175.00	83%
522100	Counselor	23,292.90		25,685.00	25,685.39	-	25,685.39	(0.39)	100%
522200	Teacher Librarian	65,461.80		73,247.00	73,247.00	-	73,247.00	-	100%
524200	Coordinator - Classified	115,760.82		110,822.00	110,822.49	-	110,822.49	(0.49)	100%
526200	Instructional Coach	38,327.70		120,732.00	120,332.00	-	120,332.00	400.00	100%
529200	Occupational Therapist	33,714.29		34,316.00	34,315.93	-	34,315.93	0.07	100%
529400	Nurse	30,794.42		32,670.00	31,468.30	-	31,468.30	1,201.70	96%
529600	Social Worker	58,558.00		65,868.00	65,868.00	-	65,868.00	-	100%
529800	Speech Therapist	40,021.73		41,906.00	42,445.92	-	42,445.92	(539.92)	101%
552100	School Secretary	188,943.33		205,991.00	205,981.19	-	205,981.19	9.81	100%
557100	Paraprofessional	657,684.01		574,558.00	581,100.13	-	581,100.13	(6,542.13)	101%
557600	Clinic Aides	25,494.00		26,674.00	26,674.36	-	26,674.36	(0.36)	100%
591100	Custodian	156,020.75		104,112.00	105,514.38	-	105,514.38	(1,402.38)	101%
591400	Campus Supervisor	50,102.00		65,355.00	64,752.79	-	64,752.79	602.21	99%
599400	Unused Sick Leave	30,866.29		32,000.00	32,744.37	-	32,744.37	(744.37)	102%
599810	Additional Pay - Certificated	4,253.90		12,150.00	12,050.00	-	12,050.00	100.00	99%
599820	Additional Pay-Classified	4,024.91		1,250.00	1,250.00	-	1,250.00	-	100%
599830	Additional Pay-Administrative	500.00		0.00	-	-	-	-	n/a
	Salaries	4,243,450.76		4,684,442.00	4,682,741.05	-	4,682,741.05	1,700.95	100%
699000	Employee Benefits	1,142,500.35		1,286,405.00	1,276,448.77	-	1,276,448.77	9,956.23	99%
	Benefits	1,142,500.35		1,286,405.00	1,276,448.77	-	1,276,448.77	9,956.23	99%
	Total Salaries and Benefits	5,385,951.11		5,970,847.00	5,959,189.82	-	5,959,189.82	11,657.18	100%
701000	Mileage And Travel	291.17		1,100.00	47.04	-	47.04	1,052.96	4%
702000	Employee Training & Conf	10,261.23		13,350.00	5,858.56	-	5,858.56	7,491.44	44%
708000	Background Verifications	2,172.00		2,405.00	1,810.50	-	1,810.50	594.50	75%
710000	Meals/Refreshments	2,816.40		7,805.00	6,153.74	-	6,153.74	1,651.26	79%
713000	Student Transportation	3,257.02		10,500.00	6,424.36	-	6,424.36	4,075.64	61%
715000	Student Admission/Entry Fees	7,642.00		43,000.00	33,877.47	-	33,877.47	9,122.53	79%



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	1,140.00		5,000.00	4,365.00	-	4,365.00	635.00	87%	
723000	Printing	-		1,100.00	-	-	-	1,100.00	0%	
731000	Contracted Services	211,603.71		172,182.00	150,884.22	-	150,884.22	21,297.78	88%	
735000	Bank Fees & Other Expense	-		0.00	-	120.46	120.46	(120.46)	n/a	
743000	Equipment Rental	3,849.78		5,200.00	1,648.69	-	1,648.69	3,551.31	32%	
745000	Contract Maint/Eq Repair	6,344.55		10,100.00	4,943.45	-	4,943.45	5,156.55	49%	
745500	Technology Services	39,698.83		53,430.00	59,052.72	-	59,052.72	(5,622.72)	111%	
746000	Const Maint/Repair-Bldg	42,031.44		54,200.00	41,336.38	-	41,336.38	12,863.62	76%	
747000	Software Purch/Lease	-		0.00	-	-	-	-	n/a	
752000	Marketing - Advertising	1,021.54		500.00	3,018.23	-	3,018.23	(2,518.23)	604%	
761000	Natural Gas	15,312.07		18,360.00	18,363.68	-	18,363.68	(3.68)	100%	
764000	Electricity	56,159.28		78,500.00	64,922.09	-	64,922.09	13,577.91	83%	
765000	Voice Communication Line	14,629.88		13,860.00	13,344.54	-	13,344.54	515.46	96%	
766000	Water & Sanitation	18,199.26		19,595.00	17,888.68	-	17,888.68	1,706.32	91%	
768000	Postage	196.05		600.00	288.08	-	288.08	311.92	48%	
769000	Permits/Licenses/Fees	296,826.93		19,330.00	19,925.56	-	19,925.56	(595.56)	103%	
770000	Risk Management Charges	80,770.99		91,543.00	88,648.28	-	88,648.28	2,894.72	97%	
770800	Unemployment Comp Insur	12,988.12		14,210.00	11,511.20	-	11,511.20	2,698.80	81%	
781000	Lease Purch-Other-Principal	170,000.00		175,000.00	-	175,000.00	175,000.00	-	100%	
781001	Principal-Refinance	6,475,000.00		0.00	-	-	-	-	n/a	
781500	Lease Purch-Other-Interest	841,336.12		284,686.00	-	284,686.42	284,686.42	(0.42)	100%	
950000	Transfers District Fees	758,663.10		787,011.00	787,010.34	-	787,010.34	0.66	100%	
	Purchased Services	9,072,211.47		1,882,567.00	1,341,322.81	459,806.88	1,801,129.69	81,437.31	96%	
801000	Contingency	-		4,392,056.00	-	-	-	4,392,056.00	0%	
804000	Fund Raising	-		1,500.00	-	-	-	1,500.00	0%	
805000	Materials/Supplies-Other	9,788.18		20,575.00	11,633.56	-	11,633.56	8,941.44	57%	
806000	Materials/Supplies Resale	8,455.86		20,600.00	16,788.88	-	16,788.88	3,811.12	81%	
810000	Office Material/Supplies	948.08		3,500.00	3,267.21	-	3,267.21	232.79	93%	
810001	Office Equipment - Under \$5K	3,816.66		8,350.00	6,111.98	-	6,111.98	2,238.02	73%	
812000	Clinic Supplies/Materials	469.68		1,250.00	463.23	-	463.23	786.77	37%	
814000	Custodial Supplies	8,595.36		15,200.00	12,718.14	-	12,718.14	2,481.86	84%	
820000	Instructional Material/Supply	71,567.00		103,095.00	81,007.18	-	81,007.18	22,087.82	79%	
820001	Instructional Equip-Under \$5K	16,449.52		70,034.00	78,883.24	-	78,883.24	(8,849.24)	113%	
822000	Textbooks	14,162.07		8,671.00	5,293.27	-	5,293.27	3,377.73	61%	
823000	Copier Usage	18,238.98		20,100.00	24,795.00	-	24,795.00	(4,695.00)	123%	
824000	Testing Materials	227.80		1,000.00	866.30	-	866.30	133.70	87%	
826000	Graduation Materials	-		500.00	39.34	-	39.34	460.66	8%	
829000	Athletic Supplies	-		0.00	-	-	-	-	n/a	
840000	Maint Materials/Supplies	19,351.82		20,500.00	14,785.65	-	14,785.65	5,714.35	72%	
870000	Library Materials	2,997.58		3,200.00	2,904.25	-	2,904.25	295.75	91%	
885000	Miscellaneous Expense	0.32		500.00	-	-	-	500.00	0%	
889000	Consumable Supplies	8.97		500.00	150.12	-	150.12	349.88	30%	
	Materials and Supplies	175,077.88		4,691,131.00	259,707.35	-	259,707.35	4,431,423.65	6%	
930000	Building Improvements	69,933.44		461,000.00	412,761.80	-	412,761.80	48,238.20	90%	
	Capital Outlay	69,933.44		461,000.00	412,761.80	-	412,761.80	48,238.20	90%	
	Total Expenditures	14,703,173.90		13,005,545.00	7,972,981.78	459,806.88	8,432,788.66			
	Pre-Adjusted Carryforward	5,237,910.70			3,339,826.06	2,495,639.44	5,835,465.50			
820001	Instructional Equip-Under \$5K	-		0.00	-	-	-			
	Encumbrances	-		-	-	-	-			
820001	Instructional Equip-Under \$5K	-		0.00	-	-	-			
	Requisitions	-		-	-	-	-			
TABOR (school enters amount)					215,925.17					
	Adjusted Carryforward	5,237,910.70			3,123,900.89	2,495,639.44	5,835,465.50			

Governance Committee Report

Executive Summary

Here are updates to the strategic plan:

- Board Dashboard – Working on making the dashboard available to the board.
- Update policies and by-laws – Update policy 6.1 & 6.2
- Board Evaluation – Have added meeting deadlines to the dashboard.
- Executive Director Evaluation – Recommendation for November checkpoint prior to March evaluation.
- Board Training – List of modules to review for this month and next month.

Strategic Plan

Board Dashboard

Waiting on additional feedback from board members.

Update Policies and By-laws

Policy Review

As part of our monthly policy review, we are reviewing section 3.0, as well as our grievance policies in section 6.0.

3.0 BOARD/EXECUTIVE DIRECTOR LINKAGE

3.1 Global Board/Executive Director Linkage Policy

The Board's sole official connection to the operating organization, its achievement and conduct will be through the Executive Director.

3.1.1 Unity of Control

Only decisions of the Board acting as a body are binding on the Executive Director.

Accordingly,

(1) Decisions or instructions of individual Board members, officers or committees are not binding on the Executive Director except in rare instances when the Board has specifically authorized such exercise of authority.

(2) In the case of Board members or committees requesting information or assistance without Board authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds or are disruptive.

3.1.2 Accountability of the Executive Director

The Executive Director is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Executive Director.

Accordingly,

- (1) The Board will never give instructions to persons who report directly or indirectly to the Executive Director.
- (2) The Board will refrain from directly evaluating staff other than the Executive Director. The Executive Director will be responsible for staff evaluation.
- (3) The Board will view the Executive Director's performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and avoidance of Board prescribed means (Executive Limitations) will be viewed as successful Executive Director performance ("Executive Director Evaluation").
- (4) Annually, the Board and the Executive Director will agree on goals with respect to the Ends and Executive Limitations (Means) policies. Accomplishments of the goals will also be viewed as successful Executive Director performance (school improvement plans, etc.).

3.1.3 Delegation to the Executive Director

The Board will instruct the Executive Director through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided (Executive Limitations).

Accordingly,

- (1) The Board will operate within the policies instructing the Executive Director to achieve certain results for our families. These policies are stated from the broadest, most general level to more defined levels and are called Ends Policies.
- (2) The Board will operate within policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These policies are stated from the broadest, most general level to more defined levels, and they are called Executive Limitations Policies.
- (3) The Executive Director is authorized to establish further policies, make decisions, take actions, establish practices and develop activities which adhere to and support the Board's Ends and Executive Limitations Policies.
- (4) The Board may change its Ends and Executive Limitations policies at any time; however, changes will not be retroactive.

3.1.4 Monitoring the Executive Director's Performance

Systematic and rigorous monitoring of the Executive Director's job performance will be solely based on the accomplishment of Board stated Ends and avoidance of Board prescribed means.

Accordingly,

- (1) Monitoring is simply to determine the degree to which Board policies are being met. Data that do not deal with Board policies will not be considered to be monitoring data.
- (2) The Board will acquire monitoring data by one or more of the three methods: a) by internal report, in which the Executive Director discloses compliance information to the Board, b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies and c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
- (3) In every case, the standard for compliance shall be a mutually agreeable interpretation of the Board policy or Executive Director goal being monitored.
- (4) All policies that instruct the Executive Director will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method. The formal evaluation will depend on the following routine schedule.

6.0 School and Community Relations

6.1 Lincoln Academy Parent Conflict Resolution Policy

6.1.1 Purpose: Lincoln Academy

Lincoln Academy strongly believes that the most effective course for parents or guardians (“parents”) to address teacher or administration concerns is directly with the party or parties involved. Parents are strongly encouraged to work individually with their children’s teachers to address concerns. This supports Lincoln Academy’s goal of modeling respect and collaboration. Lincoln Academy also recognizes that in some instances, parents may have unsuccessfully endeavored to resolve their concern or feel unable to speak to the relevant party or parties. At that point, they may elect to file a formal grievance. In addition, concerns regarding the curriculum should also follow this conflict resolution policy.

6.1.2 Scope

This policy refers to every parent of a Lincoln Academy student, including those employed by Lincoln Academy and those serving on the Lincoln Academy Board of Directors. For employees of Lincoln Academy who have workplace concerns, please refer to the Employee Grievance Policy.

Lincoln Academy employees or board members who have a parent concern are strongly encouraged to have another family member address any concerns with the relevant party or parties. While not required, it helps keep their Lincoln Academy and parental roles distinct and may prevent the appearance of interference.

6.1.3 Goals

Lincoln Academy's goals regarding this Parent Conflict Resolution Policy are as follows:

- Maintain a formal grievance procedure that parents may pursue when other avenues have been exhausted
- Communicate the procedure so that it is received and understood by all parents
- Treat all parents who file formal grievances equitably
- Preserve confidentiality when possible
- Ensure that all grievances are addressed and resolution reached whenever possible
- Maintain accurate and complete records of all formal grievances
- Respect the anti-retaliation policy anytime a grievance is filed

6.1.4 Definition

Parents may occasionally have a complaint, problem, or concern regarding their children's education or learning at Lincoln Academy. These are best addressed with the teacher or staff directly involved. Lincoln Academy defines a grievance as a more formal process where the complaint, problem or concern is escalated. A grievance may be directed to the Principal after working with the teacher or staff directly involved. If resolution is still not reached with the Principal, the Parent may go to the Executive Director.

Parents may file formal grievances for any of the following reasons:

- Concerns regarding inappropriate behavior at school
- Health and safety matters
- Academic concerns

While this list is not exhaustive, Lincoln Academy stresses that all parents are encouraged to resolve concerns directly and informally before they resort to a formal grievance.

6.1.5 Filing a formal grievance

Parents who wish to file a formal grievance should contact their child's Principal and escalate to the Executive Director only if resolution is not reached with the Principal.

6.1.6 Formal grievance process expectations:

Employees who face allegations from a parent's formal grievance can expect the following:

- To receive a copy of the allegations against them
- The opportunity to respond to the allegations against them within a period of 15 calendar days after receipt of the allegations
- A thorough review of the allegations against them by the Principal and/or Executive Director
- A thorough review of their response to the allegations by the Principal and/or Executive Director
- To receive a copy of the decision regarding the allegations, as well as notice of any additions to their personnel file or disciplinary actions taken

Lincoln Academy expects the following of all parents and employees in regard to formal grievances:

- To treat all parents who file grievances equitably
- To withhold judgment and remove assumptions about all parties involved without regard to personal opinions or alliances

- To preserve confidentiality as much as possible
- To recognize that, depending on the severity of the allegations, concerns or formal grievances may be escalated and/or an investigation initiated even when confidentiality is requested
- To strictly adhere to Lincoln Academy's strong stance against retaliation for those coming forward with a grievance, as well as those supporting individuals bringing forth a grievance

6.1.7 Grievances filed with the Board or involving a Board Member

A formal grievance is to be filed with the Board only as a last resort. As such, addressing a grievance with the Principal and/or the Executive Director is expected before escalating to the Board.

As Lincoln Academy is a public body covered by Colorado open meeting and records laws, pursuing a grievance before the Board may reduce privacy or confidentiality. The Board, within its policies and bylaws, may take any number of actions, or none at all, regarding the formal grievance, depending on the specifics and gravity of the formal grievance.

If the grievance involves a Board member or members, the Board member involved will refrain from voting on any resolution or action in the matter.

This Conflict Resolution policy is intended to outline how parents can voice their concerns in a

constructive way. Lincoln Academy is committed to providing a respectful and collaborative environment for all students, staff and parents. Filing a formal grievance is always to be taken as an option of last resort.

For any questions regarding this policy, please contact your Principal.

6.2 Lincoln Academy Employee Conflict Resolution Policy

6.2.1 Purpose: Lincoln Academy

Lincoln Academy strongly believes that the most effective course to address workplace concerns is directly with the party or parties involved. Employees are strongly encouraged to work individually with their colleagues to resolve disputes. This supports Lincoln Academy's goal of modeling respect and collaboration even amongst those with differences. Lincoln Academy also recognizes that, in some instances, employees may have unsuccessfully endeavored to resolve their concern or feel unable to speak to the relevant party or parties. At that point, they may elect to make a formal grievance.

6.2.2 Scope

This policy refers to workplace complaints, problems or concerns of any employee at Lincoln Academy, regardless of position or status. For employees of Lincoln Academy who have complaints, problems or concerns regarding their child, who is a student at the school, please refer to the Parent Grievance Policy.

6.2.3 Goals

Lincoln Academy's goals regarding this Conflict Resolution Policy are as follows:

- Maintain a formal grievance procedure that employees may pursue when other avenues have been exhausted
- Communicate the procedure so that it is received and understood by all employees
- Treat all employees who file formal grievances equitably
- Preserve confidentiality when possible
- Ensure that all grievances are addressed, and resolution reached whenever possible
- Maintain accurate and complete records of all formal grievances
- Respect the anti-retaliation policy anytime a grievance is filed

6.2.4 Definition

Employees may occasionally have a complaint, problem, or concern regarding their workplace, job, or colleague relationships. These are best addressed with the party or parties directly involved. Lincoln Academy defines a grievance as a more formal process where the complaint, problem or concern is escalated. A grievance may be filed by notifying the Employee Relations Representative of the need for escalation. The Employee Relations Representative may also be contacted when an employee is seeking guidance or support in resolving a concern independently with the parties or parties involved. If resolution is still not reached with the Employee Relations Representative, the employee may go to the Principal or Executive Director.

Employees may file formal grievances for any of the following reasons:

- Workplace harassment
- Health and safety
- Supervisor behavior
- Adverse changes in employment conditions

While this list is not exhaustive, Lincoln Academy believes that most concerns can be resolved without the need to file a formal grievance.

6.2.5 Filing a Formal Grievance

Employees who wish to file a formal grievance are expected to contact the Employee Relations Representative before further escalating the matter to the Principal or Executive Director.

6.2.6 Formal grievance process expectations

Employees who face allegations from a formal grievance can expect the following:

- To receive a copy of the allegations against them
- The opportunity to respond to the allegations against them within a period of 15 calendar days after receipt of the allegations
- A thorough review of the allegations against them by the Employee Relations Representative, Principal or Executive Director
- A thorough review of their response to the allegations by the Employee Relations Representative, Principal or Executive Director
- To receive a copy of the decision regarding the allegations, as well as notice of any additions to their personnel file or disciplinary actions taken

Lincoln Academy expects the following of all employees in regard to formal grievances:

- To treat all employees who file grievances equitably
- To withhold judgment and remove assumptions about all parties involved without regard to personal opinions or alliances
- To preserve confidentiality as much as possible
- To recognize that, depending on the severity of the allegations, informal or formal grievances may be escalated and/or an investigation initiated even when confidentiality is requested
- To strictly adhere to Lincoln Academy's strong stance against retaliation for those coming forward with a grievance, as well as those supporting them in bringing forth their grievance

6.2.7 Grievances filed with the Board or involving a Board Member

A formal grievance is to be filed with the Board only as a last resort. As such, addressing a grievance with the Employee Relations Representative, as well as the Principal and/or Executive Director is required before escalating to the Board.

As Lincoln Academy is a public body covered by Colorado open meeting and records laws, pursuing a grievance before the Board may reduce privacy or confidentiality. The Board, within its policies and bylaws, may take any number of actions, or none at all, regarding the formal grievance, depending on the specifics and gravity of the formal grievance. If the grievance involves a Board member or members, the Board members involved will refrain from voting on any resolution or action in the matter.

This conflict resolution policy is intended to outline how employees can voice their concerns in a constructive way. Lincoln Academy is committed to providing a respectful and collaborative environment for all employees. Filing a formal grievance is always to be viewed as an option of last resort.

For any questions regarding this policy, please contact Lincoln Academy's Employee Relations Representative.

6.2.8 Acknowledgement

I acknowledge that I have received a copy of the new conflict resolution policy. I understand that it is my responsibility to read and understand this policy. I also understand that questions regarding the policy may be directed to my supervisor or the Employee Relations Representative.

6.3 Retaliation Policies

Lincoln Academy strives to maintain a workplace that is free of inappropriate or unlawful behavior. It is important that all employees feel safe engaging in open and honest communication. As such, employees are strongly encouraged to share their concerns or questions without the fear of reprisal. Adverse action against any employee for reporting, participating, or assisting in a formal or informal complaint, grievance or investigation is strictly prohibited. All allegations of retaliation will be investigated and, if appropriate, disciplinary action will be taken.

Lincoln Academy strives to maintain the highest educational standards, and to create a school free of inappropriate or unlawful behavior. Parents are encouraged to share their concerns or questions without fear of reprisal against themselves or their children. As such, adverse action taken against any parent or student for reporting, participating, or assisting in an informal or formal complaint, grievance or investigation is strictly prohibited. All allegations of retaliation will be investigated and, if appropriate, disciplinary action will be taken.

Board Evaluation

No updates

Executive Director Evaluation

No updates

Board Training

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

- Administrator Selection, Review, and Support
- Accountability and Program Assessment
- Contract Renewal and Accreditation

Here are the modules to review for October:

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

Other Business

I will work on advertising the governance committee to see if I can recruit additional parents or staff to participate on the committee.

Next Meeting

To be determined