

Lincoln Academy Board of Directors

Regular Meeting Minutes



Date: Monday, December 13, 2021, at 6:30 p.m.

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

Microsoft Teams Online Meeting Platform

Recording of Teams Meeting (available [here](#) for 90 days after the meeting).

- (1) To comply with **current school considerations** the Lincoln Academy Board of Directors and other necessary personnel may attend in person. Everyone in attendance must follow all posted health and safety precautions. Masks must be worn by all persons while in the school. We will continue to offer on-line attendance via "Teams".
- (2) For **Public Comment**, you must sign up by 6:00 p.m. on the day of the meeting. (Sign up link [was] available [here](#)) Public Comment will be conducted in person. If you would like other considerations, please email Stephanie Trowbridge, President.

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

- A. Call to order at 6:31 p.m.
- B. Roll call
 - a. Present: Stephanie Trowbridge (President), Micah Gilbreath (Vice President), Jeff Baucum (Treasurer), Lacy Cleveland (Secretary), Doug Neely (Governance Committee), Sarah Wasinger (SAC Committee), David Schoenhals (Executive Director)
 - b. Absent: none
 - c. Guest
- C. Reading of Mission and Vision
- D. Welcome Guest (1 in person; 5 online)
- E. Public Comment (None)

2. Consent Agenda – Began at 6:34 p.m.

- A. Regular Meeting Agenda for December 13, 2021
- B. Approval of Meeting Minutes November 15, 2021

3. Update from PTO (Mary Meyer) - Began at 6:35 p.m.

4. Executive Director Report (David Schoenhals) - Began at 6:40 p.m.

- A. Enrollment
- B. COVID-19 Reassessment
- C. Discipline Referrals/Suspension Data
- D. IEP Report
- E. Prospective Family Informational Night Update
- F. Staff Work

5. Committee Reports - Began at 7:15 p.m.

A. Executive (Stephanie Trowbridge) – Began @ 7:15 p.m.

B. School Accountability (Sarah Wasinger) – Began @ 7:16 p.m.

- a. **Motion 34-12-13:** Move to approve the Lincoln Academy-Family School Relationship Survey as submitted through a Survey Monkey link to the Board on behalf of the School Accountability Committee to be released to the school community January 10th, closing at the end of Jan 24th.

- i. Motion by Sarah Wasinger

- ii. Second by Jeff Baucum

- iii. Votes: Jeff Baucum (Y), Lacy Cleveland (Y), Micah Gilbreath (Y), Doug Neely (Y), Stephanie Trowbridge (Y), Sarah Wasinger (Y),

- iv. Motion is Passed: 6-0.

C. Facilities (No Report)

D. Finance (Jeff Baucum) – Began @ 7:27 p.m.

- a. **Motion 35-12-13:** Move to approve the updated 2021-2022 working budget as submitted by the finance team.

- i. Motion by Jeff Baucum.

- ii. Second by Micah Gilbreath.

- iii. Votes: Jeff Baucum (Y), Lacy Cleveland (Y), Sarah Wasinger (Y), Doug Neely (Y), Micah Gilbreath (Y), Stephanie Trowbridge (Y)

- iv. Motion is Passed: 6-0.

- b. **Motion 36-12-13:** Move to approve the 2019-2020 audit report submitted at the meeting in November.

- i. Motion by Jeff Baucum.

- ii. Second by Micah Gilbreath.

- iii. Votes: Jeff Baucum (Y), Lacy Cleveland (Y), Micah Gilbreath (Y), Doug Neely (Y), Stephanie Trowbridge (Y), Sarah Wasinger (Y)

- iv. Motion is Passed: 6-0.

E. Development (none)

F. Governance (Doug Neely) – Began @ 7:50 p.m.

- a. **Motion 37-12-13:** Move that we approve updates to 4.1.5 Board Meeting Procedures, as submitted.

- i. Motion by Doug Neely.

- ii. Second by Stephanie Trowbridge.

- iii. Votes: Jeff Baucum (Y), Lacy Cleveland (Y), Micah Gilbreath (Y), Doug Neely (Y), Stephanie Trowbridge (Y), Sarah Wasinger (Y)

iv. Motion is Passed, 6-0.

6. Unfinished Business Began at 8:12 p.m.

A. Strategic Plan Draft #2

7. Board Training

A. Waivers

B. Legal and Policy Issues

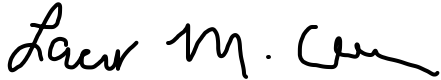
C. Policy Development

8. Announcements Began at 8:47 p.m.

9. Adjourn

A. Meeting adjourned at 8:48 p.m.

Respectfully Submitted by

A handwritten signature in black ink, appearing to read "Lacy M. Cleveland". The signature is written in a cursive, flowing style.

Lacy M. Cleveland

Secretary

Lincoln Academy Board of Directors

EXECUTIVE DIRECTOR

December 13, 2021

Lincoln Academy October Board Report

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

Executive Director

LINCOLN ACADEMY OCTOBER BOARD REPORT

Final October 1st One Day Student Count

Grade	Number Enrolled for 21-22	Projected Number	Number of openings
K Full Day	88	88	0
1	80	88	8
2	82	84	2
3	80	84	4
4	76	84	8
5	84	84	0
6	82	84	2
7	78	84	6
8	69	75	6
Totals	719	755	36

COVID-19 Update

Lincoln Academy

- There have been 26 positive student and staff cases over the last month as of 12/6. This is the same number of positive cases that we had the previous month, however, 21 of those cases occurred through 11/19. *****Update, no COVID cases over the last ten days.**
- Early last week, Jeffco schools reported that there would be mandatory COVID testing for all unvaccinated K-8 students participating in afterschool activities per the JCPH health order. Later in the week, they determined that the Jeffco Board and the Superintendent would be discussing further before any testing requirement would take place for K-8 students.
- No information at this point regarding changes to the JCPH health orders around masking for staff and students. Also, no changes around staff either being required to be vaccinated or test on a weekly basis.

Discipline Referrals/Suspension Data

School year	# Of Referrals	# Of Suspensions	# Of Expulsions	Student Incident Rate
2021-2022	14	11	0	1.95%
2020-2021	13	12	0	1.72%
2019-2020	---	31	0	---
2018-2019	---	31	0	---

Data shown is as of December 6, 2021

Suspensions fall under

A referral might include one or more of the following:

- conference with parents
- conference with student
- warning
- suspended privilege (for example not being able to play football at recess for a week...)
- creation of a discipline plan
- detention
- refer to the counselor
- community service
- out-of-school suspension

IEP (Individualized Education Plan) Report

Below is the number of IEP Students as of December 1st each year. December 1st is the count day in which we get our funding for IEP students. There are additional students that will be tested this year after this December 1st date and will be placed on an Individual Educational Plan, but we will not receive funding for them until the following year.

School Year	Number of Students with IEPs	Percentage Rate compared to Total Enrollment
2021-2022	57	7.9%
2020-2021	50	6.9%
2019-2020	63	8.3%
2018-2019	64	8.7%

School Year	Number of Students with IEPs by Grade-level
2021-2022	K 6 1 st 4 2 nd 7 3 rd 8 4 th 10 5 th 9 6 th 3 7 th 6 8 th 4
2020-2021	K 4 1 st 5 2 nd 4 3 rd 9 4 th 9 5 th 4 6 th 6 7 th 4 8 th 5

Prospective Family Informational Night Update

Prospective Parent Meeting	December 9 th
Tour with Principals	January 7 th
Tour with Principals	January 13 th
Round 1 Choice Enrollment Window	December 7-January 14

Current to dos:

Highlight family testimonials on social media

- Work with PTO
- Share on Social Media

Highlighting grade-levels through the open enrollment season

- Begin with 2nd and 5th grades
- Profile classrooms including Q and A, interviews, classroom videos

Advertising opportunities

- Facebook ads/posts
- “On the ground” advertising

Staff Work

Planning for Engagement/Active Learning

Mallory Kirkland

During a recent lesson, Mallory utilized clips from the movie *Mean Girls* along with having student use of text through the book *Animal Farm* for students to recognize the concepts of herd mentality and groupthink. Students were asked to connect examples of herd mentality from the video clips to two examples from the text in *Animal Farm*. After this synthesis, students were then provided time to explore the concept at an even deeper level as they considered examples of herd mentality in our society today.

Emily Hall

Last week, Emily instructed a lesson where students were to explore the impact of innovation, especially as it related to Henry Ford's development of the assembly line. Students did a simulation of a situation where they were to bead as many strings as possible in 7 minutes. Some beaded the string through an assembly line process and some were given the task without directions. This launch of the lesson provided students with great context for the importance of the Ford innovation. After they further interacted with text around Ford and his assembly line, students developed their own process for something they would like to innovate in their lives. They then determined some of the further implications for innovation on the economy, travel, etc. Students were engaged in the lesson and met the goal set by the teacher. It also added to the depth of understanding as the students connected the history lesson to current experiences.

Debbie McNutt

Debbie has developed rituals and routines for her classroom that supports student distractions, behavior issues and engagement. Debbie has utilized the STAR (**S**it Up, **T**rack the speaker, **A**sk and answer questions like a scholar, **R**espect those around you) procedure in such a way that she has now increased the rigor in her classroom and has been able to ensure the cognitive load falls on her students. In a short period of time, Debbie is now a model classroom for how masterful classroom rituals and routines support instruction.

Kerrie Hill

During two recent observations, Kerrie provided small group instruction for third and fourth graders. Kerrie provided literacy instruction that was planned based on student needs. Students were quite enthusiastic in their participation and the cognitive load was placed on the students. Kerrie's feedback for students was very precise and always supported sense-making for her students. She also provided opportunities for her students to reflect on their understandings. Kerrie serves as a warm demander in having high expectations for her students at the same time that they know she has their best interests at heart.

Katherine Brassington/Corryn Voris

Katherine and Corryn have created math lessons that not only focus the cognitive load on their students, but also help them to understand the “why” behind important mathematical concepts. During a recent lesson involving fraction operations, students utilized pictures, equations, and models to understand the importance behind regrouping fractions. Students solved problems that included use of materials, video games, and playing music. They were expected to be able to not only find solutions, but they were also expected to understand why the process worked and why their solutions made sense.

Executive Team Report - December 2021

Stephanie Trowbridge, President

1. Executive Director Check-In

Stephanie and Jeff met with David this past week. We reviewed our agenda for December's meeting, reviewed the board calendar and received an overall update on how the academics and culture work have been going, more excepted in his report.

2. Agenda Planning

Stephanie has planned the December meeting to include an update from the PTO. We hope to hear from students in January. It was a shorter time frame between meetings as we switch back to the second Monday of the month. We will not be having an executive session until early in January.

3. Strategic Planning

The first draft has gone to the staff and committees. We received some good feedback and the Board will receive updated info this week prior to Monday's discussion. The next phase will be to go to the PTO and the community.

4. Executive Director Report

David had another great report in November which included a presentation from Kimberly Nyquist. We will be hearing about student interactions and the fall disciplinary report.

5. Board Presence

Prospective Student Parent Night is Thursday, December 9. The board has been invited to attend. This information will be updated prior to Monday's meeting.



SAC Agenda

December 7, 2021 6:30pm

Virtual Teams meeting

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.

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I. Attendance- Members: Dawn Bennett, Rebecca Furst, Shannon Gantenbien, David Schoenhals, Sarah Wasinger, Gordon Wu. Guest: Jeff Baucum, Board Treasurer
Excused: Kren Dwyer, Kristi Geisz, Ami Paulsen

II. Finance presentation from Jeff Baucum, Board Treasurer

- a. Primary Income: Per Pupil Revenue from the State. Recent increases have been helpful to the bottom line. Funds are allocated based on the October 1 student count.
- b. Primary expense: Salaries and benefits. Priority is to put the investment into our teachers who are the ones who help our students grow.
- c. Enrollment numbers are lower this year than anticipated.
- d. Budget planning will include looking at how our FTEs are used and allocated to best support students.

III. Surveys

- a. Family Survey for January.
 - i. Ready to submit for Board approval? (Yes)
 - ii. New title to differentiate it from the class specific/teacher specific one in February (Family-School Relationship Survey)
- b. Teacher/Class specific survey for February
 - i. Edits to teacher pages? (Consensus was to keep as is)
 - ii. Redesign of specials/electives pages? (Keep "as is" with addition of an intro for the Specials section suggesting that parents invite their students to help them answer this section)
 1. Suggestions to increase visibility and engagement around Specials include:
 - a. Communication from Specials teachers (maybe 1x per unit or per month) about how their class ties in with the Core Knowledge subjects. Some members were unaware of this cooperative element.

- b. Displays from Specials teachers at Conferences to illustrate/advertise the CK tie ins
 - iii. DSS/ALP: send existing questions to DSS/ALP staff for their input

IV. Family Engagement Topics and Schedule

- a. Summer Activities Resource Fair
 - i. Concerns around planning time, turnout, and protocols
 - ii. Decision was made to collectively put together a resource list to be shared with families in January. Activity, dates, phone/website/contact. Members will divide contact list and add their own.
 - iii. Distribute via website/Loop
- a. Internet Safety (see report from Ami)
 - i. Screenagers (\$\$) not this year. Concerns about in-person activity and cost.
 - ii. SRO presentation- attractive for relationship building and local emphasis
 - 1. Will ask Ami to follow up with Officer Blackwood in hopes of early March? availability. Start with an online parent session to be followed by classroom visits. Allay parent concerns about content of presentation first.
 - iii. Cheezo/Sherriff option suggested. Interest was focused on the SRO over Sheriff for the sake of building the relationship with our new SRO.
- b. Townhall (Mission, Strategic Plan, Testing info, questions invited from parents)
 - i. Concerns about turnout due to lack of focus/lack of urgent unanswered questions by this time of the year.
 - ii. Pivot plan: Host an online meeting mid to late February focused solely on testing: What tests we use and how the data helps us. Encourage participation and support for CMAS testing. Mr Schoenhals would present/answer questions.
- c. Growing and Changing Preview for Parents (schedule for late March, very early April)

V. Meeting Schedules

- a. Next meetings Jan 18, Feb 15, both to be virtual.

VI. Action Items:

- a. Family School Relationship Survey to be approved by Board this month for January release.
- b. Sarah will update Teacher survey and send DSS/ALP pages for feedback from Staff.
- c. All members will think of title suggestions for this class specific survey that will go out in Feb.
- d. All members will receive Summer Activity spreadsheet and starter lists before Dec 13 to compile information prior to Jan 10 for release in 3rd or 4th week of January.
- e. Will request Ami to follow up with SRO



Financial Report

Treasurer

November 2021 Report

Presented on December 13th, 2021

Finance Committee:

Jeff Baucum, Lincoln Academy Board Treasurer

David Schoenhals, Executive Director

Cindie Poulter, Lori Woods

Parent Members: Jeff Leniger, Travis Harrison, Amanda Corrion

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2021-22 LA Budget Review

November 2021

- **Student FTE:** The student count reduced by an additional 3 FTE in September bringing LA from 755 budgeted to 719.0 anticipated students at the Oct 1st official count. This represents a drop of 4.8%. Prior year budget was estimated at 764 students demonstrating year-over-year decline in student population at LA.
- **Revenues:** Annual Revenue was impacted significantly by declining student FTE count but was offset by the approved increase in PPR funding from the State for a net of \$276 positive increase. The one-time payment for the purchase of land is captured in Proceeds-Surplus Property account for \$625,000.
- **Salaries & Benefits:** Salaries & Benefits continue to run as expected at this point of the year after accounting for open positions.
- **Purchased Services:** Purchase services will be an area of fluctuation for 2021-22. Several line items including construction, fees and contracted service are expected to increase in response to general inflation and item shortages current being experienced. Risk management increased by 8.7% (\$3,500) as an example. Some costs from prior year have been invoiced in this academic year as well. Overall, the finance team is expecting to be over budget throughout the year as many reserved were eliminated during the budget planning.
- **Materials:** Materials are on track to meet budget and the finance team will be working to determine how to best utilize ESSER III funds, watching technology and curriculum costs in particular.
- **Capital:** Capital costs of \$145k have been projected based on current budget projection for Boiler replacement, HVAC redesign (approved in Oct BoD meeting) and parking lot project.
- **ESSER 3:** The working budget currently accounts for ESSER 2 reimbursement of \$87k toward currently projected, but unidentified costs. ESSER 3 funds are being evaluated but are not captured in the current financials.
- **Margin:** The April approved budget had a margin of (\$57,800) in contrast to the Working budget margin of \$347,817, increase of \$405k in overall margin. Operating Margin is expected to be \$90,627. The April budget was approved along with the FTE adds and Capital boiler costs in anticipation of the PPR increase by the State. The student count drop impacted the overall margin into the negative.

2021-22 LA Budget Working Budget

November 2021

The Board of Director is asked to review the working budget which has seen some significant adjustment since original approval back in April 2021. A motion to approved will be made at the December 2021 BoD meeting.

- **Student FTE:** The student count reduced from 755 budgeted to 719.0 anticipated students at the Oct 1st official count. This represents a drop of 4.8%. Prior year budget was estimated at 764 students demonstrating year-over-year decline in student population at LA.
- **Revenues:** Revenues are presented after several significant impact including sale of land, PPR adjustments, and student count changes. All of the noted adjustment have been discussed in prior reports.
- **Salaries & Benefits:** Salaries & Benefits have been adjusted in the forecast to account for new FTE adds approved during the May BoD meeting, reduced by unfilled staff positions (1/2 year) along with corresponding changes in benefits for those staff impact. PERA and other costs have been adjusted to account for the number of staff who have actually signed up for those benefits.
- **Purchased Services:** Purchase services is projected to be higher than initially approved based on general inflation and item shortages plus the approval of design work for the upcoming infrastructure project.
- **Materials:** Materials are on track to meet budget.
- **Capital:** Capital costs of \$145k have been projected based on current budget projection for Boiler replacement, HVAC redesign (approved in Oct BoD meeting) and parking lot project.
- **ESSER Funding:** The working budget currently accounts for ESSER 2 reimbursement of \$87k toward currently projected, but unidentified costs. ESSER 3 funds are Not captured in the current working budget as the leadership team works to determine best approaching for utilization of those funds.
- **Margin:** The April approved budget had a margin of (\$57,800) in contrast to the Working budget margin of (\$348k) including one time revenues and expenses. Operating Margin is expected to be \$90k or 1.0%. The April budget was approved along with the FTE adds and Capital boiler costs in anticipation of the PPR increase by the State. The student count drop impacted the overall margin into the negative. ESSER 3 funding will provide an opportunity to improve both margins by year end.

2021-2022 LA Budget Highlights

- Revenue Rise and Decline
 - LA's lower student count essential cut in half the positive impact of the State's increase to the PPR. Expenses will be closely monitored to determine what steps can be taken to mitigate the impact.
- Property Improvements
 - With the refinancing of the Lincoln Academy Bonds, account this year will be complicated tracking costs against the overall infrastructure project and operations. The finance team will work to provide clear reporting to allow the BoD and community to understand where funds are being spent.
 - Additional property repairs and upgrades have been requested. Both expenses and cash balances will be reviewed to cover these new requirement.
- Margin Watch:
 - LA's Net and Operational margins for 2021-22 will be closely monitored.
- COVID-19 & Revenue funding opportunities:
 - Maximizing the opportunity to support our mission and vision from pandemic related funding. ESSER 3 funds will be utilized to support student growth and recovery.
- Cash & Days Cash on Hand
 - After refinancing the 2013 Bond, LA ended up with additional cash of over \$1.87M that will be place in our capital funding account to cover costs associated with the approved Infrastructure work including impact from the 72nd expansion. An additional \$625k from the sale of 72nd land to the city will be part of the leadership's team strategic planning process to maximize opportunity for LA. Overall cash position will be tracked based on general inflation and initiatives required to meet LA's mission.

Finance Goals

Goal: Operating Margin: 2.0%

Projected Budget Margin: 1.0

After accounting for refunding from Bond proceeds, sale of land and capital projects.

Note: Operational Margin will exclude one-time capital expenditures & revenues from the calculation but include debt service as a recurring cost.

2021-22 Financial Council Projects

One update to report on current finance council project for the Dec BoD meeting

- Salary / Compensation Market Comparison (due by Jan for Budget)
 - Lead by Travis Harrison
- For Budget purposes - Administrative structure comparison to other charter schools. (due by Jan for Budget)
 - Lead by Jeff Baucum
- Policies update - Approval levels and process (who, when, \$)
 - Operational vs Capital
 - Lead by Amanda Corrion
- Creation of Financial Scorecard with Goals (roll up to BoD scorecard). Due in Oct for presentation to BoD in Nov
 - Lead by Jeff Leniger
- Development Grant Support - research, sources, process, applications
 - Lead by Travis Harrison

Statement

The finance committee believes that Lincoln Academy is in a good financial position regarding the 2021-2022 school year. The school has a robust carry-forward that will allow leadership and Board of Directors to plan for the next five to ten years of operational and capital requirements, including in the areas of the educational environment, warm-safe-dry building and employee salaries.

We continue to support a conservative fiscal approach, established by LA's policies, as the school looks forward to future dynamic opportunity in academic leadership, student support, and the Lincoln community.



Account Number	Description	Prior Year			Current Year		Current Year		
		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	-	-	-	8,663.00	0%
401400	Ticket Sales	-	1,668.00	0.00	-	-	-	1,668.00	0%
408000	Resale	10,388.31	14,953.00	0.00	15,324.16	-	15,324.16	(371.16)	102%
409000	Sales-Fund Raising	294.78	12,846.00	0.00	2,608.80	-	2,608.80	10,237.20	20%
411000	Prop Tax-Mill Levy Override	1,348,701.29	1,390,475.00	0.00	711,250.50	-	711,250.50	679,224.50	51%
415000	Earnings On Investments	101.94	11,330.00	0.00	-	86.54	86.54	11,243.46	1%
419000	Other Revenue	24.76	1,137.00	0.00	265.00	-	265.00	872.00	23%
431100	Capital Lease Proceeds	9,023,895.85	-	0.00	-	-	-	-	n/a
433000	State Revenue - Other	217,844.70	226,500.00	0.00	-	72,025.12	72,025.12	154,474.88	32%
434000	Exceptional Children Revenue	89,384.40	75,000.00	0.00	-	-	-	75,000.00	0%
438000	State ELPA Revenue	9,681.12	9,972.00	0.00	-	-	-	9,972.00	0%
450000	Transfers PPR	5,726,686.23	6,022,754.00	0.00	3,311,448.78	185,450.67	3,496,899.45	2,525,854.55	58%
450000	Transfers State Intercept	675,690.70	463,882.50						
451000	Fees/Dues	42,885.99	62,817.00	0.00	60,449.19	-	60,449.19	2,367.81	96%
455000	Tuition from Individuals	243,869.44	253,895.00	0.00	133,380.15	-	133,380.15	120,514.85	53%
461000	Building Rental	9,600.00	15,796.00	0.00	5,490.00	-	5,490.00	10,306.00	35%
474000	Transportation - Field Trips	10,565.76	49,968.00	0.00	27,987.95	-	27,987.95	21,980.05	56%
482000	Activity Revenue	400.00	21,711.00	0.00	5,270.00	-	5,270.00	16,441.00	24%
493500	Proceeds-Surplus Property	-	-	0.00	625,000.00	-	625,000.00	(625,000.00)	n/a
498000	Donations	34,099.00	5,000.00	0.00	9,625.00	-	9,625.00	(4,625.00)	193%
499000	Miscellaneous Revenue	-	600.00	0.00	-	-	-	600.00	0%
950500	Mandatory Transfers State Intercept	(675,690.70)	(463,886.50)	0.00	(131,370.08)	(54,080.59)	(185,450.67)	(278,435.83)	40%
	Revenues	16,770,580.76	8,185,085.00	-	4,776,729.45	203,481.74	4,980,211.19	3,204,873.81	61%
	Available	19,941,084.60	8,185,085.00		7,527,322.23	2,690,799.66	10,218,121.89	3,204,873.81	125%
511700-521000	Adminstration	298,067.58		433,900.00	172,507.50	-	172,507.50	261,392.50	40%
521100	Teacher	2,407,477.33		2,625,133.00	1,101,173.19	-	1,101,173.19	1,523,959.81	42%
521900	Substitute Teacher	14,085.00		20,000.00	7,200.00	-	7,200.00	12,800.00	36%
522100	Counselor	23,292.90		0.00	7,383.11	-	7,383.11	(7,383.11)	n/a
522200	Teacher Librarian	65,461.80		71,247.00	29,569.83	-	29,569.83	41,677.17	42%
524200	Coordinator - Classified	115,760.82		150,939.00	54,331.28	-	54,331.28	96,607.72	36%
526200	Instructional Coach	38,327.70		115,200.00	42,025.30	-	42,025.30	73,174.70	36%
529200	Occupational Therapist	33,714.29		39,099.00	12,897.29	-	12,897.29	26,201.71	33%
529400	Nurse	30,794.42		30,597.00	12,714.67	-	12,714.67	17,882.33	42%
529600	Social Worker	58,558.00		106,662.00	41,194.64	-	41,194.64	65,467.36	39%
529800	Speech Therapist	40,021.73		45,232.00	14,828.93	-	14,828.93	30,403.07	33%
552100	School Secretary	188,943.33		179,204.00	77,116.60	-	77,116.60	102,087.40	43%
557100	Paraprofessional	657,684.01		707,807.00	196,890.38	-	196,890.38	510,916.62	28%
557600	Clinic Aides	25,494.00		23,971.00	10,276.87	-	10,276.87	13,694.13	43%
591100	Custodian	156,020.75		91,240.00	41,405.76	-	41,405.76	49,834.24	45%
591400	Campus Supervisor	50,102.00		53,097.00	26,641.81	-	26,641.81	26,455.19	50%
599400	Unused Sick Leave	30,866.29		25,000.00	2,295.16	-	2,295.16	22,704.84	9%
599810	Additional Pay - Certificated	4,253.90		15,000.00	3,650.00	-	3,650.00	11,350.00	24%
599820	Additional Pay-Classified	4,024.91		1,750.00	250.00	-	250.00	1,500.00	14%
599830	Additional Pay-Administrative	500.00		1,750.00	-	-	-	1,750.00	0%
	Salaries	4,243,450.76		4,736,828.00	1,854,352.32	-	1,854,352.32	2,882,475.68	39%
699000	Employee Benefits	1,142,500.35		1,436,280.00	525,917.52	-	525,917.52	910,362.48	37%
	Benefits	1,142,500.35		1,436,280.00	525,917.52	-	525,917.52	910,362.48	37%
	Total Salaries and Benefits	5,385,951.11		6,173,108.00	2,380,269.84	-	2,380,269.84	3,792,838.16	39%
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	2,927.28	-	2,927.28	10,422.72	22%
708000	Background Verifications	2,172.00		2,000.00	976.50	-	976.50	1,023.50	49%
710000	Meals/Refreshments	2,816.40		7,805.00	2,130.62	-	2,130.62	5,674.38	27%
713000	Student Transportation	3,257.02		10,500.00	2,424.51	-	2,424.51	8,075.49	23%



Account		Prior Year			Current Year		Current Year		
Number	Description	Total	Estimated Revenue	Budget	Operational Funds	Capital Funds	Total	Variance	Percent Spent
715000	Student Admission/Entry Fees	7,642.00		43,000.00	21,471.80	-	21,471.80	21,528.20	50%
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		138,395.00	41,886.52	-	41,886.52	96,508.48	30%
743000	Equipment Rental	3,849.78		1,500.00	138.47	-	138.47	1,361.53	9%
745000	Contract Maint/Eq Repair	6,344.55		10,100.00	811.91	-	811.91	9,288.09	8%
745500	Technology Services	39,698.83		42,530.00	36,510.83	-	36,510.83	6,019.17	86%
746000	Const Maint/Repair-Bldg	42,031.44		41,200.00	20,728.56	-	20,728.56	20,471.44	50%
747000	Software Purch/Lease	-		0.00	-	-	-	-	n/a
752000	Marketing - Advertising	1,021.54		500.00	-	-	-	500.00	0%
761000	Natural Gas	15,312.07		18,360.00	1,928.58	-	1,928.58	16,431.42	11%
764000	Electricity	56,159.28		78,500.00	27,090.33	-	27,090.33	51,409.67	35%
765000	Voice Communication Line	14,629.88		13,860.00	5,446.20	-	5,446.20	8,413.80	39%
766000	Water & Sanitation	18,199.26		19,595.00	5,801.36	-	5,801.36	13,793.64	30%
768000	Postage	196.05		600.00	101.91	-	101.91	498.09	17%
769000	Permits/Licenses/Fees	296,826.93		15,830.00	12,545.55	-	12,545.55	3,284.45	79%
770000	Risk Management Charges	80,770.99		87,943.00	63,465.28	-	63,465.28	24,477.72	72%
770800	Unemployment Comp Insur	12,988.12		14,210.00	3,065.64	-	3,065.64	11,144.36	22%
781000	Lease Purch-Other-Principal	170,000.00		180,000.00	-	-	-	180,000.00	0%
781001	Principal-Refinance	6,475,000.00		0.00	-	-	-	-	n/a
781500	Lease Purch-Other-Interest	841,336.12		285,393.00	-	123,034.82	123,034.82	162,358.18	43%
950000	Transfers	758,663.10		795,763.00	413,249.38	-	413,249.38	382,513.62	52%
	Purchased Services	9,072,211.47		1,828,134.00	667,113.27	123,034.82	790,148.09	1,037,985.91	43%
804000	Fund Raising	-		1,500.00	245.00	-	245.00	1,255.00	16%
805000	Materials/Supplies-Other	9,788.18		20,575.00	4,616.87	-	4,616.87	15,958.13	22%
806000	Materials/Supplies Resale	8,455.86		20,600.00	3,773.03	-	3,773.03	16,826.97	18%
810000	Office Material/Supplies	948.08		3,500.00	1,585.52	-	1,585.52	1,914.48	45%
810001	Office Equipment - Under \$5K	3,816.66		4,850.00	4,775.97	-	4,775.97	74.03	98%
812000	Clinic Supplies/Materials	469.68		1,250.00	80.04	-	80.04	1,169.96	6%
814000	Custodial Supplies	8,595.36		15,200.00	6,708.51	-	6,708.51	8,491.49	44%
820000	Instructional Material/Supply	71,567.00		110,837.00	21,240.05	-	21,240.05	89,596.95	19%
820001	Instructional Equip-Under \$5K	16,449.52		12,000.00	13,378.33	-	13,378.33	(1,378.33)	111%
822000	Textbooks	14,162.07		5,000.00	4,014.91	-	4,014.91	985.09	80%
823000	Copier Usage	18,238.98		20,100.00	11,107.78	-	11,107.78	8,992.22	55%
824000	Testing Materials	227.80		1,000.00	836.30	-	836.30	163.70	84%
826000	Graduation Materials	-		500.00	-	-	-	500.00	0%
829000	Athletic Supplies	-		0.00	-	-	-	-	n/a
840000	Maint Materials/Supplies	19,351.82		20,500.00	6,386.41	-	6,386.41	14,113.59	31%
870000	Library Materials	2,997.58		3,200.00	1,673.78	-	1,673.78	1,526.22	52%
885000	Miscellaneous Expense	0.32		500.00	-	-	-	500.00	0%
889000	Consumable Supplies	8.97		500.00	135.27	-	135.27	364.73	27%
	Materials and Supplies	175,077.88		241,612.00	80,557.77	-	80,557.77	161,054.23	33%
930000	Building Improvements	69,933.44		0.00	160,366.31	-	160,366.31	(160,366.31)	n/a
	Capital Outlay	69,933.44		-	160,366.31	-	160,366.31	(160,366.31)	n/a
	Total Expenditures	14,703,173.90		8,242,854.00	3,288,307.19	123,034.82	3,411,342.01		
	Pre-Adjusted Carryforward	5,237,910.70			4,239,015.04	2,567,764.84	6,806,779.88		
820001	Instructional Equip-Under \$5K Encumbrances	-		0.00	-	-	-	-	
820001	Instructional Equip-Under \$5K Requisitions	-		0.00	-	-	-	-	
	TABOR (school enters amount)			222,299.55					
	Adjusted Carryforward	5,237,910.70			4,239,015.04	2,567,764.84	6,806,779.88		

Budget for 21-22

Account		21-22 WORKING BUDGET BOARD APPROVED APRIL 5, 2021			21-22 WORKING BUDGET BOARD APPROVA DECEMBER 13, 2021			COMMENTS ON DIFFERENCES
Number	Description	Estimated Revenue	Budget	Bond Transfers	Estimated Revenue	Budget	Bond Transfers	
	Prior Year Carry forward							
401000	Commissions/Profits	8,663.00	0.00		8,663.00	0.00		
401400	Ticket Sales	1,668.00	0.00		1,668.00	0.00		
408000	Resale	14,953.00	0.00		20,000.00	0.00		
409000	Sales-Fund Raising	12,846.00	0.00		12,846.00	0.00		
411000	Prop Tax-Mill Levy Override	1,390,475.00	0.00		1,327,394.90	0.00		
415000	Earnings On Investments	11,330.00	0.00		11,330.00	0.00		
419000	Other Revenue	1,137.00	0.00		1,137.00	0.00		
433000	State Revenue - Other	226,500.00	0.00		209,948.00	0.00		
434000	Exceptional Children Revenue	75,000.00	0.00		75,000.00	0.00		
438000	State ELPA Revenue	9,972.00	0.00		-	0.00		
450000	Transfers PPR Funding ONLY	6,022,753.76	0.00		6,299,094.29	0.00		
451000	Fees/Dues	62,817.00	0.00		62,817.00	0.00		
455000	Tuition from Individuals	253,895.00	0.00		253,895.00	0.00		
461000	Building Rental	15,796.00	0.00		15,796.00	0.00		
474000	Trans - Field Trips	49,968.00	0.00		49,968.00	0.00		
482000	Resale/Activity Revenue	21,711.00	0.00		21,711.00	0.00		
493500	Proceeds-Surplus Property	-	0.00		625,000.00	0.00		
498000	Donations	5,000.00	0.00		10,000.00	0.00		
499000	Miscellaneous Revenue	600.00	0.00		600.00	0.00		
950500	State Intercept Bond Transfers	(463,882.50)	0.00	463,882.50	(516,177.03)	0.00	516,177.03	
950500	Bond R & R Draw	-	0.00	0.00	-	0.00	0.00	
		7,721,202.26	0.00	463,882.50	8,490,691.16	0.00	516,177.03	
	Revenues							
512100-513100	Administration		433,900.00			431,809.00		
521100	Teacher		2,625,132.91			2,672,362.01		
521900	Substitute Teacher		20,000.00			29,900.00		
522100	Counselor		0.00			24,129.72		
522200	Teacher Librarian		71,247.00			71,247.00		
524200	Coordinator - Classified		150,939.00			131,968.22		
526200	Instructional Coach		115,200.00			116,732.00		
529200	Occupational Therapist		39,099.00			36,378.05		
529400	Charter Nurse		30,596.82			30,669.60		
529600	Social Worker		106,662.00			93,694.00		
529800	Speech Therapist		45,231.76			42,095.23		
552100	School Secretary		179,204.11			214,486.76		
557100	Paraprofessional		707,807.30			610,289.28		
557600	Clinic Aides		23,970.72			24,487.68		
591100	Custodian		91,240.03			125,402.20		
591400	Campus Supervisor		53,097.44			60,187.50		
599400	Unused Sick Leave		25,000.00			45,000.00		
599810	Additional Pay - Certificated		15,000.00			15,000.00		
599820	Additional Pay-Classified		1,750.00			1,750.00		
599830	Additional Pay-Administrative		1,750.00			1,750.00		
	Salaries		4,736,828.10			4,779,338.25		6,163,599.15
699000	Employee Benefits		1,436,279.74			1,384,260.90		REVISED BENEFITS FOR ACTUAL PERA COST IN THE MAJORITY OF THE POSITIONS AND RELEASED ALL MEDICAL BENEFITS NOT USED IN THE FIRST 6 MONTHS.
	Benefits		1,436,279.74			1,384,260.90		
	Total Salaries and Benefits		6,173,107.84			6,163,599.15		
701000	Mileage And Travel		1,100.00			1,100.00		
702000	Employee Training & Conf		13,350.00			13,350.00		
708000	Employee Background Verification		2,000.00			2,000.00		
710000	Meals/Refreshments		7,805.00			7,805.00		

713000	Student Transportation		10,500.00			10,500.00			
715000	Student Admission/Entry Fees		43,000.00			43,000.00			
721000	Legal Fees		5,000.00			5,000.00			
723000	Printing		1,100.00			1,100.00			
731000	Contracted Services		138,395.00			182,197.00			ADDED THE THE CURRENT COST OF THE DESIGN WORK FOR BLDG C&A HVAC REDESIGN HERE. PER JEFFCO THESE COST CANNOT BE A CAPITAL OUT LAY UNLESS WE MOVE FORWARD WITH THE PROJECT.
743000	Equipment Rental		1,500.00			5,200.00			
745000	Contract Maint/Eq Repair		10,100.00			10,100.00			
745500	Technology Services		42,530.00			42,530.00			
746000	Const Maint/Repair-Bldg		41,200.00			54,200.00			
752000	Marketing - Advertising		500.00			500.00			
761000	Natural Gas		18,360.00			18,360.00			
764000	Electricity		78,500.00			78,500.00			
765000	Voice Communication Line		13,860.00			13,860.00			
766000	Water & Sanitation		19,595.00			19,595.00			
768000	Postage		600.00			600.00			
769000	Permits/Licenses/Fees		15,830.00			19,330.00			
770000	Risk Management Charges		87,943.00			91,543.00			
770800	Unemployment Comp Insur		14,210.48			14,210.48			
781000	Lease Purch-Other-Principal		0.00	180,000.00		0.00	175,000.00		
781500	Lease Purch-Other-Interest		0.00	285,393.00		0.00	284,686.43		
950000	Transfers District Fees		795,762.69			785,999.71			
	Purchased Services		1,362,741.17	465,393.00		1,420,580.19	459,686.43		
804000	Fund Raising		1,500.00			1,500.00			
805000	Materials/Supplies-Other		20,575.00			20,575.00			
806000	Materials/Supplies Resale		20,600.00			20,600.00			
810000	Office Material/Supplies		3,500.00			3,500.00			
810001	Office Equipment - Under \$5K		4,850.00			8,350.00			
812000	Clinic Supplies/Materials		1,250.00			1,250.00			
814000	Custodial Supplies		15,200.00			15,200.00			
820000	Instructional Material/Supply		110,837.00			103,095.00			
820001	Instructional Equip-Under \$5K		12,000.00			18,334.05			
822000	Textbooks		5,000.00			8,671.38			
823000	Copier Usage		20,100.00			20,100.00			
824000	Testing Materials		1,000.00			1,000.00			
826000	Graduation Materials		500.00			500.00			
840000	Maint Materials/Supplies		20,500.00			20,500.00			
870000	Library Materials		3,200.00			3,200.00			
885000	Miscellaneous Expense		500.00			500.00			
889000	Consumable Supplies		500.00			500.00			
	Materials and Supplies		241,612.00	-		247,375.41	-		
930000	Building Improvements		0.00	0.00		145,200.00	222,609.72		REMOVED THE CURRENT CONTRACT COSTS FOR THE BLDG C&A HVAC TO 731000. PER JEFFCO THESE COST CANNOT BE A CAPITAL OUTLAY UNLESS WE MOVE FORWARD WITH THE ACTUAL PROJECT.
	Capital Outlay		0.00	-		145,200.00	-		
		801000 Contingency Appropriation for Building Needs	0.00		801000 Contingency Appropriation for Building Needs	0.00			
	Total Expenditures		7,777,461.01	465,393.00		7,976,754.75	682,296.15		
	NET PROFIT/(LOSS)		-0.71%	-57,769.25		5.474%	347,817.29		
							90,627.01		GENERAL FUND MARGIN REMOVED CAPITAL PROJECTS (PARKING LOT AND BOILERS) AND THE PAYMENT FROM THE
	18-19 Beginning Fund Balance		0.00			0.00		1.01%	
	Adjusted Carry Forward		0.00			0.00			
	801000 Contingency Appropriation of Carry Forward over 15%		0.00			0.00			

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 – One update to policy.
- 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

Unfortunately, I was unable to get the board dashboard available this month. I will continue to work towards that goal.

I'm looking forward to working with each committee to add more details from each committee to the dashboard.

Update Policies and By-laws

Motion: Move that we approve updates to 4.1.5 Board Meeting Procedures, as submitted.

Board meetings will be conducted in a predictable manner that will be communicated to the school community. [Please reference Article VI of the Bylaws for additional procedures and rules.](#)

1. The Board President will set the agenda for the meeting. The agenda will include items from the previous meeting, monitoring data, information and business items.
2. Board members will receive packets of information items, monitoring reports and the agenda [using the schedule in Board Meeting Deadlines, at least one week before the next board meeting.](#)
3. The agenda will be posted 48 hours before the meeting ~~in the Administration Office~~ in accordance with open meeting laws.
- ~~4. The agenda will identify items that are informational only.~~
- ~~5.4.~~ All Board meetings are open to the public except that, upon a vote of a majority of the members present, an Executive Session may be held in accordance with open meeting laws.
- ~~6.5.~~ Any member of the school community will be given the opportunity to address the Board during the Public Comment item on the agenda. Persons wishing to address the Board on agenda items may do so at this time or when those items are being considered. There will be a time limit of 5 minutes per person for public comment. When there is a large number of speakers to be heard, the Board may shorten this time.
- ~~7.6.~~ ~~The Board will follow the decision making process outlined below for considering proposals for policy change in any governing documents:~~

NOTIFICATION

~~A written proposal is submitted to the Board of Directors outlining the proposed policy and anticipated implications.~~

Step 2-

FACT-FINDING

~~The proposal will be shared with parties who will be affected by the proposed policy change. Their input will be gathered in a report. A questionnaire might be distributed to seek feedback from a larger population.~~

~~The results of any questionnaires will be gathered in a report.~~

~~DISCUSSION AGENDA ITEM—BOARD OF DIRECTORS~~

~~Step 3~~

~~The proposal will be presented to the Board followed by the results of the fact-finding process. The Board will be able to ask questions about the proposal and its implications for the school. All proposals presented to the Board will address how the proposed change fits within the relevant document and the school's mission. The Board will specify a period of time in which those in attendance may make public comments to the Board about the proposed policy. The Board will discuss the proposed policy and its implications for the school.~~

~~ACTION AGENDA ITEM—BOARD OF DIRECTORS~~

~~Step 4~~

~~Public comment about the proposed policy will occur according to the Board's Procedures Policy. A Board member will make a motion concerning a decision about the proposed policy change. Discussion might occur. If the motion is seconded, the Board members will vote on the motion made.~~

Policy Review

As part of our monthly policy review, we are reviewing section 4.1.5.

Board Evaluation

No updates to the board evaluation for this month.

Executive Director Evaluation

No updates for the board this month.

Board Training

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

- Waivers
- Legal and Policy Issues
- Policy Development

Here are the modules to review for January:

- Board Officer Roles and Responsibilities
- Professional Development and Training
- Strategic Planning

Other Business

Next Meeting

To be determined