

EXECUTIVE DIRECTOR



October 18, 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

UPDATE ON ENROLLMENT 2021-2022

Grade	Number Enrolled for 21-22	Projected Number	Number of openings	on waiting list as of 8/31/21
K Full Day	88	88	0	30
1	80	88	8	0
2	82	84	2	0
3	80	84	4	0
4	76	84	8	0
5	84	84	0	0
6	82	84	2	0
7	78	84	6	2
8	69	75	6	18
Total	719	755	36	50

STUDENT DEMOGRAPHIC DATA

Demographic Information for October Board Report						
ALP	ELL	IEP	READ Plan	Free and Reduced Lunch		
7.39%	5.16%	7.94%	12.93%	0.3% (all students have free lunch this year, so this number is not a true representation of the number who would qualify in a typical year..)		
Hispanic	Native American	Asian	Black or African American	2 or More Races	Native Hawaiian or Pacific Islander	White
14.22%	0	2.22%	0.83%	3.90%	0%	78.80%

PARENT INTERACTIONS

WATCH D.O.G.S.

William Blauvelt

WATCH D.O.G.S. is a national innovative program that focuses on the positive influence of fathers and father figures for a two-fold purpose: (1) to provide an unobtrusive presence in schools, and (2) to be a positive and active role-model for children at school.

The benefits of the program are many according to WATCH D.O.G.S. Founder Jim Moore

- Schools gain an extra set of eyes and ears. The presence of a father-figure enhances a sense of security at the building for students and staff.
- Children gain a positive male role model.
- Fathers get a glimpse of their child's everyday world and learn about the increasingly complex challenges and decisions today's youth are facing. As a result, they can learn to relate better to their child and hopefully connect with them.
- Fathers gain a greater awareness of the positive influence they can have on their child's life.

School Accountability Committee

Parent Teacher Organization (Including Fall Fest)

MAP Fall Data

Explanation of the MAP assessment and uses

The purpose of the MAP assessments is to determine or identify a student's achievement, academic growth, and current instructional level in the subject matter assessed. Understanding the instructional level of the students will help guide teachers in lesson planning and give teachers an indication of the level of differentiation needed in their classroom instruction to support students in meeting grade level expectations. There are many tools linked to the MAP assessments that provide teachers with very precise information around student understandings along with their next instructional steps. The data also supports professional development and coaching needs of teachers.

Lincoln Academy will use the Fall MAP assessment to determine student baseline data for the 2021-2022 school year. The 2021 Fall MAP assessment is used along with the 2022 Spring MAP assessment to determine each student's median percentile growth score in math and reading.

MAP measures student performance and growth with regard to the Colorado Academic Standards. Since MAP is adaptive, student scores are not grade specific and reflect actual achievement on a continuum of learning.

RIT = a scale score in each content area that represents a student's current instructional level regardless of grade.

Click [here](#) to access Lincoln Academy's 2021 Fall MAP results for grades 2-8.

On all tests except 6th grade reading, the average RIT score for Lincoln Academy students was higher than both the Jeffco average as well as the national norm. The Lincoln Academy, Jeffco, and national norms, however, are fairly close on most assessments.

EXECUTIVE DIRECTOR GOALS

1. Academic Performance

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

Math: When compared to the previous year data, for reading and math, each grade-level cohort will show an increase of 2-3 median growth percentiles with a minimum median growth percentile of 55.

- a. Oversee professional development/instructional coaching system that supports teachers with utilizing data and research-based best practices in order to meet the academic and social/emotional needs of ALL students.
- b. Ensure a comprehensive Core Knowledge education with fidelity.
- c. Through school principals, regularly track and report student academic progress. Adjust academic instruction and support based on student achievement levels.

2. *Budget Performance, Short-Term and Long-Term*

Presenting a 2022-2023 budget to the Board in the Spring that incorporates a core staffing plan as well as curriculum, programing, and professional development needs that are aligned with the school mission and vision.

- a. Work with Jeff, Lori, and the finance team to establish metrics around days' cash on hand, fixed cost %, operation margin, and margin net that simultaneously supports this year's students at Lincoln Academy and continues to provide financial stability for the school into the future.
- b. Manage the day to day expenditures while keeping the above metrics in mind.
- c. Work with Jeff, Lori, and the finance team to research jobs, salaries, etc. at similar charter schools in order to support operations and retention of staff beginning with the 2022-2023 school year.

3. *Climate and Culture*

Family and Staff Satisfaction surveys positive responses to partnership and collaboration to meet or exceed 85%.

The salaried staff retention rate will be 90% of those eligible to return to Lincoln Academy.

Make Your Voice Heard Survey positive responses to staff/student relationship will meet or exceed 90%.

- a. Build on the areas of climate and culture that are currently strong at Lincoln.
- b. Address the areas of climate and culture that have been identified by the community as being most challenging as identified through the three questions as well as through formal and informal conversations with all stakeholders.
- c. Develop a school climate and culture where all stakeholders love coming to Lincoln.

LEARNING WALKS

A learning walk is a process that can be used by school leadership teams to observe instruction and student learning in order to make informed decisions about educator feedback, professional learning, and school wide instruction. Learning walks are generally 10-20 minutes in length and, depending on what the instructional leadership team decides to focus on, multiple can be done in one day to help identify trends within the school.

On September 30th and October 1st, Lincoln Academy had their first Learning Walks for this school year for elementary and middle school. The focus of the learning walks was on active learning which has been both a professional development and coaching focus. Learning walks in different configuration will take place throughout this school year. Every teacher received individual feedback and all teachers saw the overarching Learning Walk feedback. Below is the feedback that was provided to all teachers.

Elementary

Thank you so much for your efforts in implementing active learning into your classrooms. We were able to see the majority of the elementary school/specials team on Thursday. Those teachers we were unable to see can expect to have us visit their classrooms during learning walks in the near future.

Below, you will find some of the strengths we saw along with some of the more prominent next steps we see for many teachers. Please feel free to reach out to any of the three of us if you would like to have further discussions around any of the individual or group feedback.

The following strengths were seen in some classes:

- Turn and talks

Used to engage all students in significant thinking and talking related to the learning target. Structured in a way for students seamlessly transitioning to talking with their partner through clear directions around who would start talking and for how long. After a turn and talk, the teacher was discussing what they heard from the students and connecting the conversations back to the learning target.

- Teachers actively circulating to guide, coach, and prompt students as they worked.
- Students doing lots of verbalizing, the cognitive load was on them.
- Wonderful affect - calm, respectful, and caring. Interesting voice inflection - easy to listen to and follow.

Questions and Next Steps:

- Consider the different structures you use in setting up turn and talks?
During planning for your lessons, consider where you want to do turn and talks.
Who will be doing the turn and talks (Shoulder partners, triads, etc.)? Explicitly communicate to students.
 - Who will talk first?
 - How long will the turn and talk last?
 - How will you use the conversations students had to enhance student understanding of the learning target?

- What is the learning target for the lesson? How are you communicating it to the students? How is it being made prominent?
- Set up routines in class where not only do students know that they need to be quiet, but also make sure that teachers don't start talking until all students are quiet.

Middle School

The following strengths were seen in at least one class:

- Student choice in the task or subject of their learning - choice of topic, choice of product. This created real buy in and engagement on behalf of the students.
- Students were analyzing evidence from a text and using it to support a claim. Teacher phrased higher level thinking questions and created a written format to help students articulate their thoughts during an *everybody writes* time prior to turn and talk.
- Many teachers used a form of sign language or "show me on your hands" to formatively assess the class as a whole. Teachers then worked 1:1 or small group with those students who were struggling.
- Use of doc cameras and/or projectors to model the structure and style of answers the teacher was looking for. This removed any confusion on how to do the assignment and allowed the students to instead focus on adding depth to their responses.
- Teachers circulating the room rather than standing in one area of the classroom.

Questions and Next Steps:

- Begin using Depth of Knowledge question stems to guide students to deeper discussion and add rigor to turn and talks.
- Consider the role active learning plays in classroom management. How can developing lessons that maximize student engagement keep off task behavior to a minimum?
- Are there instances where students get bogged down in the lower-level tasks and do not get to the higher-level thinking? How can you support students through those less critical elements to get to the heart of the content?

STAFF PRESENTATION

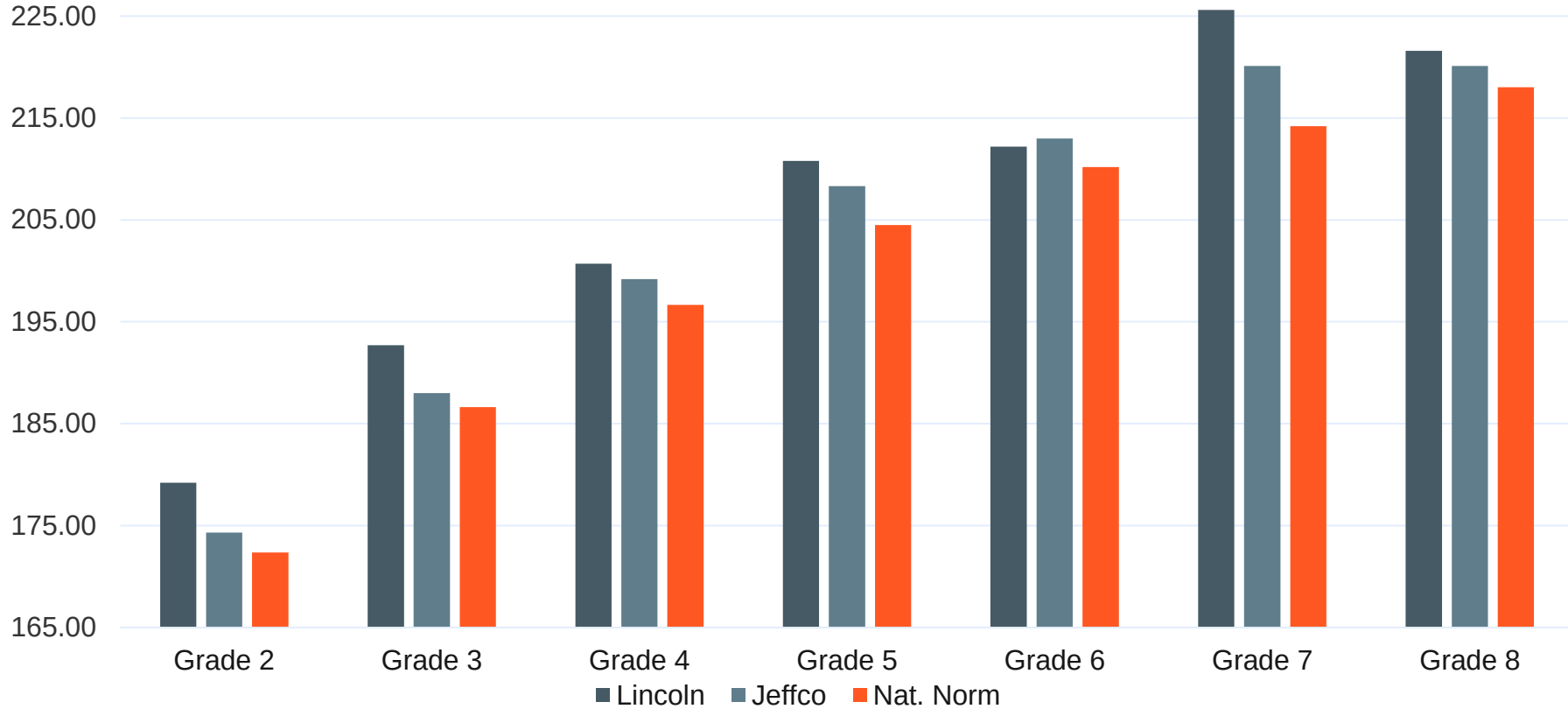
Matt Spahn, Middle School Instructional Coach. Teacher development now and into the future.



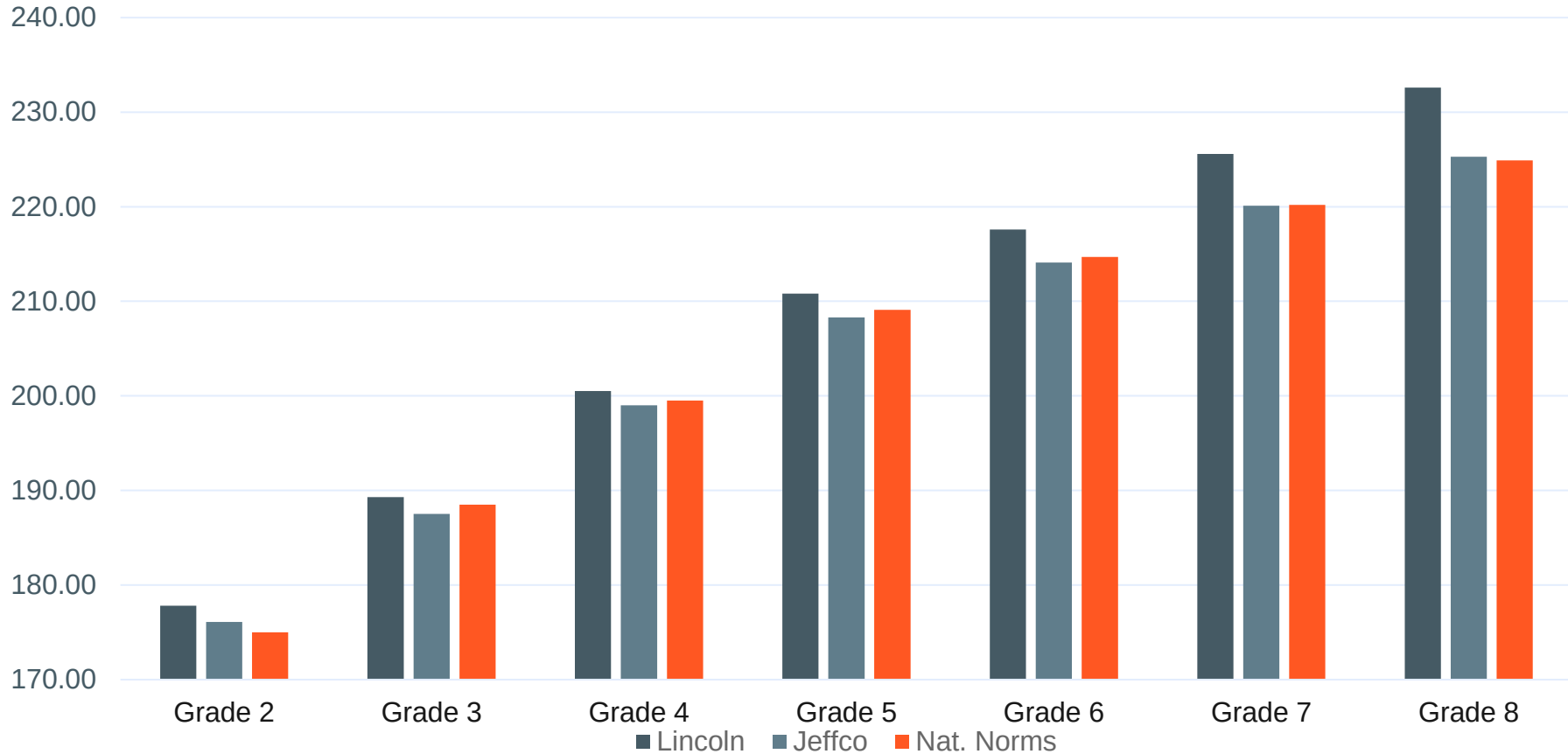
Lincoln Academy

2021 FALL MAP DATA

2021 Reading Mean RIT Grades 2-8



2021 Mathematics Mean RIT Grades 2-8



Executive Team Report - October 2021

Stephanie Trowbridge, President

1. Executive Director Check-In

Stephanie and Lacy met with David this past month. We reviewed our agenda for October meeting, refining his goals and received an overall on how the academic learning walks have been going, more in his report. The next check-in is scheduled for next week.

2. Agenda Planning

Stephanie would like to keep November's agenda shorter to allow for an appropriate meeting length in order to conduct the Executive Director fall review in a timely manner. If all committee chairs would be mindful of this heading into November, that would be helpful.

3. Strategic Planning

The introduction and completion of goals of the Strategic Plan 2021-2024 will be presented at the next board meeting. Please review the shared strategic plan draft prior to the meeting so we can be ready to discuss. It will be heading to the Staff Meeting on October 19th for introduction.

4. Executive Director Report

David will be presenting his report to the Board using the Board Calendar This month he will also be sharing the UIP, the work the instructional coaches have been doing, and his personal goals for this school year.

5. District Update

The Jeffco Board of Directors will be holding their election on November 2nd, via mail-in ballot or voting location. A Board Blast was created with this information. Also, as a reminder, the annual board legal training is October 21, 2021 at 5 p.m. at the district office, ED Center in Golden.

6. Leadership Summit

Stephanie And Micah are joining David and Lori at the Colorado League of Charter Schools Leadership Summit, October 11th. Stephanie will share the top 2-3 take aways from the summit at the regular board meeting.

School Accountability Committee

October 2021 Report

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.

1. Membership

We have a great team of 3 parents, Executive Director, 1 parent/board member, 2 teachers, 1 academic staff, and 1 community member. We could benefit from additions of an Elementary staff member, parents of youngest elementary students, and additional parents of diverse populations.

2. Survey Status

It was shared that the responses to teacher sections of the survey have not routinely reached the teachers. It was requested that these be shared with teachers by admin. Mr. Schoenhals would like to have these as early as possible so as to be useful.

It was proposed that the General Family Survey and the Teacher Feedback sections be split with the General Survey going out in January and the Teacher/Staff Survey going out in the normal February timeframe. The teacher/staff data will have a quicker turnaround since SAC does not review it.

3. Engagement Nights/Activities

Topics of interest included:

- A **Townhall** in the Fall and in the Spring was suggested. The Fall event could include Lincoln Academy Basics such as a comparison of Core Knowledge vs Common Core, discussion of rigor/homework, discussion of curriculum, discipline practices including Love and Logic, discussion of CMAS vs MAP. It was suggested that families submit questions in advance because of the difficulty of fielding multiple questions within a short timeframe. Some of these may be a separate “New Parent” info session in the future. Right now, this feels like it could be a norming event for all those families who missed the traditional new family events over the pandemic years. **When could this happen.
- A parent night about the **Middle School philosophy** to include autonomy and self-advocacy, communication with parents, Electives, STEM, homework, and discipline.
- A parent night to give 5th grade parents a preview of how Lincoln teaches **“Growing and Changing”** BEFORE it takes place.
- Discipline (Love and Logic/ Restorative Justice) could be its own night.

4. UIP information was presented by Mr. Schoenhals.

SAC members were asked to consider what additional data would be useful (Alumni Survey, Staff feedback, student MYVH survey).

SAC members were asked to consider what testing looks like at Lincoln and how it is used. MAP is more timely and individualized ,but CMAS is our “public face” and how we are judged as a school even though it doesn’t always align with CK.

5. Next meeting is Oct 26th (to include Finance presentation and tentative MS philosophy presentation). November meeting will be Nov 30th.

Please direct comments or questions to sarahwasinger@lincolnacadey.net.

Lincoln Academy School Accountability Committee

28 September 2021, Meeting Minutes

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.

Attendance: Kristi Geisz (Community Member), Dawn Bennet (MS teacher), Sarah Wasinger (Chair, BoD rep), Shannon Gantenbein (Parent), Amy Paulsen (Parent), Gordon Wu (Parent), David Schoenhals (Executive Director)

Absent: Rebecca Furst (MS Teacher), Karen Dwyer (ALP Coordinator)

The Meeting began at 6:35pm.

- I. Signing of the Code of Conduct
- II. Review of SAC Purpose and Roles
 - 1) Input on Budget – new this year, will have treasurer at next meeting.
 - 2) Involvement in Unified Improvement Plan (UIP): Mr. Schoenhals will share current status tonight. More data will be available in the near future.
 - 3) SAC Membership – More families invited, Would like to have an Elementary staff member. Inquiry from DB: Does PTO member have to be a board member? No, it does not.
 - 4) Family Engagement/ Family Survey –
 - a. Consider the general questions regarding mission
 - b. Teacher specific feedback has not typically gone back to the teacher. (DB and DS) requested that it be given to the teacher.
 - c. Can survey be broken up so it's not so long? Consider 2 different surveys (general and teacher specific)?
 - d. How is the data used? Make sure questions ask for data that is meaningful and actionable.
 - e. Staff Appreciation – 1st week of May (too late for survey)
 - f. Proposed releasing General School survey in January so report is available sooner
 - g. Teacher/Staff survey in February would work because data turns around faster to Admin.
 - 5) Family Engagement Night Topics (proposed)
 - a. Love and Logic – resources to help parents and to understand how things are handled in school
 - b. Restorative Justice – Understanding school discipline
 - c. Philosophy of Middle School (autonomy, self-advocacy, homework, electives, etc)
 - d. Core Knowledge philosophy (maybe include how it differs from Common Core and therefore doesn't match CMAS perfectly)

- e. Suggestion of Fall and Spring Town Halls with questions submitted in advance.
 - f. CMAS and MAP testing, explaining the differences in the tests and how the data is used to support students
 - g. 5th grader – parents growing and changing night, preview
 - h. Purpose of Meetings– discipline and bullying, diversity
 - i. Communication- Maybe not as Engagement night, recognized challenges to be worked through by David Schoenhals
- III. UIP Presentation and Discussion (David Schoenhals)
- 1) Every school has to turn in an Unified Improvement Plan
 - 2) Submit to State
 - 3) CMAS data – doesn't actually match core knowledge timeline specifically so presents a challenge for measuring proficiency in some areas/ some grades
 - 4) 2020 – action plans: improve problem solving, READ plans engagement
 - 5) 2021 – Lincoln Academy staff will utilize data and research-based best instructional practices in order to plan and instruct...
 - 6) Professional development plan was shared– providing teachers time and tools to plan for all students
 - 7) Questions:
 - 8) What other data do you feel would be relevant in the future as we determine root causes/action plans related to the UIP?
 - 9) What data do you feel would be relevant in the future as SAC has future discussions around progress towards the UIP goals?
 - 10) How might SAC support future work related to the UIP process?
 - 11) Discussion:
 - a. Is there an UIP group? Due to the timeline change, there is not currently a committee, but there will be staff and SAC involved.
 - b. Should Climate and culture be featured in the UIP?
 - c. Is it just academic goals? Yes for now, in order to be more measurable.
 - d. Could a root cause of lower achievement scores be because we teach differently?
 - e. How do Lincoln graduates do once they are in high school? (Share Alumni survey)
 - f. School Insights link – has MAP and CMAS scores, surveys
- IV. SAC Homework
- 1) Digest UIP information, come back with questions
 - 2) Family Engagement Recommendations
- V. Next Meeting, October 26, 6:30pm
- 1) Finance Presentation from Board Treasurer
 - 2) Anticipated Middle School presentation tentatively to include status of 5th grade, STEM program, MS Electives, autonomy/self-advocacy philosophy
- VI. Following meeting will be November 30, 6:30pm

Much appreciation to Gordon Wu for keeping minutes.

Facilities Committee Report October 2021

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.

In attendance: Lori Woods (Operations Manager), Norm Miendl (Facilities Manager), Alicia Borrego (Parent committee member), & Micah Gilbreath (LA Board Chair)

Executive Summary Facilities meetings will occur the first Friday of every month

- Project status update of boiler replacement
- 72nd Project update
- Update on MOA
- Update on Building A office units and Building C units to be replaced (**Motion for BoD**)
- Other facilities/operations updates

Boiler replacement located in the southwest corner of the main building (K-4th Technology Room):

- Testing and balancing system the week of October 11th
- Full system setup just in time for cold season

72nd Project update:

- Lincoln's Operation Manager (Lori) is attending weekly OEC meetings for the project
- Lincoln is supposed to be receiving daily communication for contractors on site and work occurring
- Project schedule is seeing delays; Lincoln being diligent that MOA is being adhered to.
- Safety fencing has finally been installed
- LA Operation's team anticipates communication and scope to improve with less utility subs

City of Arvada MOA status:

- Closing will happen October 14th at Lincoln
- Subordination has been completed and signed

Review of Scope and Fee provided by Muller Engineering for preliminary and final design

- Annette (Vanir) to provide schedule update once change order is completed and signed by Muller Engineering

Bond Warranty Items:

- Norm and Lori continue to manage and complete warranty items per first year requirements.

Building C Roof units:

- Working on reevaluating proposal based on residential design vs commercial design
- Micah to share proposal pricing before October's BoD (Lori should have mid next week of October 4th week)

Proposed Motions:

Motion: Motion to approve the mechanical engineering design services as presented for a not to exceed amount of \$28,375.00.

Additional Facilities Updates:

Exterior and Interior door upgrades:

- Norm continues to maintain door safety and security; upgrade electrical

Building C Roof Inspection:

- Building C Roof Inspection was completed and meet inspection requirements. Ensures warranty on roof for another 11 months

Action item for next Facilities Committee meeting: Revisit Priority list in November

Next Facilities meeting at Lincoln Academy will be November 5th at 8:30 am. Contact Micah Gilbreath if you would like to join this committee micahgilbreath@lincolnacademy.net

Facilities Committee goals for the 2021-2022 school year:

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



MECHANICAL ENGINEERS, INC.

**9777 Pyramid Court, Suite 260
Englewood, CO 80112
TEL: 303/688-0223**

PROPOSAL FOR MECHANICAL ENGINEERING SERVICES

October 5, 2021

Stephanie Trowbridge; Board President
Lincoln Academy Charter School
7180 Oak Street
Arvada, Co. 80004

RE: **Lincoln Academy Rooftop Unit and Split System Replacements
021-064**

Dear Ms. Trowbridge,

Envision Mechanical Engineers Inc. is pleased to provide you with the following proposal for mechanical engineering services as the prime consultant. As part of your design team, we look forward to helping you complete a successful project. Thank you for this opportunity.

The Project

Proposed Scope

Envision Mechanical Engineers Inc. will provide professional engineering services for the replacement of the rooftop units serving Building C as well as the replacement of the three split systems serving the Administration area of the main building. In addition to the replacement of the existing systems, Lincoln Academy has requested that EME review the air balance and duct configurations associated with the area served by RTU-1 in Building A. The specific scope of work associated with each of these items includes:

RTU Replacement

- Remove ten (10) existing Goodman DX cooling/Gas heating package rooftop units and associated gas and electrical connections. The existing roof curbs shall remain.
- Provide new DX cooling/Gas heating package rooftop unit and associated gas and electrical connections. Provide adapter curb to allow new unit to connect to existing duct connections. New units will include 100% outside air economizer, CO, and CO2 detection as required by code.
- New rooftop units shall be of similar size and capacity as existing rooftop units. The existing units are single stage cooling and single stage heating. The existing units are residential grade units and new units shall also be residential grade units to minimize on electrical and structural impacts to the building.
- The unit replacement is intended to be a direct replacement for the existing rooftop units and therefore as requested by the owner no increases to outside air ventilation are required. The new ventilation requirements shall be based on the Existing Building Code ventilation requirements for existing spaces.
- Temperature controls for the new rooftop units shall be stand-alone programmable thermostat control with no integration to the existing DDC system on the campus.
- New rooftop units shall be manufactured by Trane, Daikin, or Carrier. New unit manufacturer shall provide supply and return duct configuration which will match existing duct configuration to minimize on height of adapter curb and duct connections.

- No revisions to the existing air distribution system, duct system, air device layout, or other mechanical upgrades are anticipated as part of this project and are not included in this proposal.
- This portion of the project has an estimated construction cost of between \$175,000 and \$200,000. A formal construction budget or project budget has not been developed at the time of this proposal.

Split System Replacement

- There are three existing split systems which serve the Administration area of Building A. These units are beyond their service life and have been identified by the owner to be replaced. The units are located in the attic space of the second floor and above the ceiling of the first floor. The split systems utilize a 3-ton nominal condensing unit located on the east side of Building A. The indoor units utilize DX cooling coils and hot water heating coils. All three units also utilize duct mounted zone heating coils for individual zone temperature control.
- The existing three split systems are to be replaced with new split systems including outdoor condensing units and indoor air handling units. The new units shall be of similar size and capacity as the existing indoor air handling units. The new units shall be specified with new hot water heating coils and DX cooling coils. New refrigerant piping shall be routed from the new outdoor condensing units to the new indoor units. New heating water coil piping shall be extended from the existing heating water piping to the new indoor unit coils.
- There is a small section of existing ductwork associated with the southern most indoor unit which will be replaced as part of this project.
- No revisions to the existing air distribution system, duct mounted heating coils, or air device layouts are anticipated or included in this proposal.
- The unit replacement is intended to be a direct replacement for the existing split systems.
- There is currently no existing plan documentation available for this area of the building electrically or mechanically. As part of this project the existing mechanical system shall be investigated and documented for ductwork and piping layout including sizes and routing. The field survey and documentation shall also include air device, duct mounted heating coil, and thermostat locations. The existing space airflows are unknown and a pre-construction air balance shall be anticipated to provide an estimate of design airflow requirements. The existing electrical system will not be completely documented except to the extent required to complete the scope of work.
- This portion of the project has an estimated construction cost of between \$45,000 and \$60,000. A formal construction budget or project budget has not been developed at the time of this proposal.

RTU-1 Airflow Review:

- The existing RTU-1 is located above the Administration Area of Building A and serves the counseling area as well as the adjacent entry space.
- The existing system is a gas fired DX cooling VVT system serving two exterior offices, the lower level entry, the upper level conference room, and one interior office.
- As part of the project a preliminary airflow balance shall be completed to document existing airflows at the existing air devices. This preliminary balance shall include coordination with the TC contractor to modulate the VVT dampers from maximum to minimum and both readings shall be recorded. This work shall be completed by others (TAB and TC contractors)
- EME shall conduct a field review of existing conditions and document duct routing, VVT damper locations, thermostat locations, duct sizing and air device locations.
- EME shall conduct a review of the existing airflow and VVT airflows as well as a review of the existing ductwork, air device, and thermostat locations and provide recommendations to the Owner for proposed measures to address the comfort issues. Due to the nature of the system completely resolving all comfort issues may not be feasible without significant system modifications. Modifications to the existing system are not anticipated and are not included as part of this proposal. System modifications may be anticipated as part of a future project.

- At the time of this proposal a construction budget has not been established and any costs for work shall include TAB services and TC coordination. It is anticipated that these costs are in the range of \$1,000 and \$1,500.

Proposed Deliverable Schedule

The anticipated design schedule is as follows, as facilitated by available documentation of existing conditions and direction to proceed:

- Project Kickoff: Early November 2021
- Design services: November 2021 thru January 2022
- Construction Documents: January 2022
 - It is assumed that the project will be designed in a single design phase with project review submittals for owner review at the 95% construction document level.
- Construction: Summer 2022

Base Scope of Professional Services

Envision Mechanical Engineers will provide the engineering services as listed below. Services not listed in this base scope of services are specifically excluded and Envision Mechanical Engineers, Inc. assumes no responsibility to perform any services not specifically listed. Services beyond those outlined under the base scope of services may be requested. These additional services may be provided by Envision Mechanical Engineers, Inc. under terms mutually agreed upon by **Lincoln Academy Charter School** (client) and Envision Mechanical Engineers, Inc (EME).

Special services are services which may or may not be foreseen at the beginning of the design stages and are not normally included as Base Services. Examples include design and specifications for lift stations, and domestic water pressure booster systems.

SPECIFIC BASE SCOPE OF SERVICES CHECKLIST

Service Provided Key:

NA = Not Applicable; I = Included; E = Excluded; BO = Required by Others; AS = Additional Services

General Services			
Owner Design/Consultant Standards	I	Core & Shell Design	NA
Review Existing Drawings	I	Tenant Improvement Design	NA
Generate As-Built of Existing Conditions (as indicated above)	I	Building Mechanical System Replacement	I
Field Review of Existing Conditions	I	Building Addition	NA
Predesign/Assessment Services (RTU-1)	I	New Build	NA
Schematic Design	NA	Cost Opinions, Max. Number (ONE)	I
Design Development	NA	Multiple Bid Packages	E
Construction Drawings	I	Pre-purchase Equipment Package	E
LEED Documentation	NA	Phased Construction Documentation	E
LEED Documentation w/ Energy Analysis	NA	Autodesk; AutoCAD Software	I
Mechanical Prime Consultant Services	I	Autodesk; REVIT MEP (BIM)	E
Architectural Services	I	Design, Bid, Build Delivery	I
Structural Engineering Services	I	Design-Build Delivery	NA
Electrical Engineering Services	I	CM/GC delivery	NA
Civil Engineering Services	NA	Base Plan Generation	I
Assessment/Predesign Services (RTU-1 Only)			
Owner Design/Consultant Standards	NA	Deficiencies List & Recommendations (RTU-1)	I
Review Existing Drawings	NA	Opinion of Probable Construction Cost	NA
Field Review of Existing Conditions	I	Retro-Commissioning	NA
Document Existing Conditions	I	TAB Review	I

Owner/Client Template Use	NA	Other	NA
Schematic Design Services (Excluded)			
Design Development Services (Excluded)			
Construction Document Services			
Design Narrative	NA	Specifications (On Drawings)	NA
Bid/Permit Drawings	I	Specifications (Project Manual)	I
For Construction Submittal Package	I	Opinion of Probable Construction Cost (One)	I
Consultant Meeting(s) Max. Number	0	Autodesk; AutoCAD Software	I
Owner Review Meeting(s) Max. Number	1	Autodesk; REVIT MEP (BIM)	E
Value Engineering and Redesign	AS	Final Utility Coordination	NA
Construction Document Printing	BO	Commissioning Agent Review Comments	NA
Bidding and Negotiation Phase Services			
Generate Written Addenda	I	Respond to Bidding Questions	I
Generate Graphic Addenda	I	Attendance at Pre-Bid Meeting	I
Value Engineering and Redesign	AS	Attendance at Bid Opening	I
Substitution Request Review	I	Bid Analysis	NA
Permit Submittal	I		
Construction Administration Services			
Attendance at the Preconstruction Meeting	I	Site Visits/Meetings w/ Reports	3
Attendance at Weekly OAC Meeting(s)	I	Written Response to Info. Requests (RFI)	I
Submittal and Shop Drawing Review	I	Graphical Response to Info. Requests (RFI)	I
Substitution Request Review	I	Change Order Generation	I
Supplemental Instruction Generation	I	Supplemental Pricing Review	I
Commissioning Meeting(s) Max. Number	NA	Response to Commissioning Comments	NA
Test, Adjustment and Balance Report Rev.	I		
Closeout Services			
Final Punch List Generation Max. Number	2	Review O&M Manual(s)	I
Punch List Verification Visit(s) Max. Number	1	Review Contract Record Drawings	I
Generate Letter(s) of Compliance	I	Generate Electronic Record Drawings	I
Other	NA	Other	NA
Warranty Services (Excluded)			

SPECIFIC BASE SCOPE OF SYSTEMS CHECKLIST

Systems Provided Key:

NA = Not Applicable; I = Included; E = Excluded; BO = Required by Others; AS = Additional Services

Fire Sprinkler System Services (NA)			
Plumbing System Services (NA)			
Heating, Ventilation and Air Conditioning Systems			
Rooftop Air Handling Systems	NA	Gas Load Calculations	I
Packaged Rooftop Air Handling Systems	I	Gas Meter Location Coordination	I
Gas Fired Rooftop Systems	NA	Gas Service Design (As required)	I
Split system Air Handling Systems	I	Heating Water Piping System (Limited)	NA
Variable Air Volume (VAV)	NA	Electronic Digital Controls	I
Constant Volume (CV)	I	Other	NA
Variable Volume and Temperature (VVT)	I	Other	NA
Additional Services Comments:			
1. Base scope of work associated with the systems outlined above assumes adequate water pressures and sewer elevations to allow for systems operation without the need for pumping equipment. Sump pumps, sewage ejectors, domestic booster pumps and/or fire pumps if required can be designed but have not been included in the base fee identified.			
2. Additional Services listed above can be provided, however additional compensation above that listed in the base proposal will be required.			

Assumptions and Exclusions:

The following assumptions and exclusions have been made in the development of this proposal.

- Base plan/models will be provided by the owner in PDF or AutoCAD form as available for EME to develop for use by their consultants.
- Original building documentation (As-Built Condition) is available in portable document format (pdf) or AutoCAD/Revit format and will be supplied to EME prior to commencing the scope of work outlined above.
- Delivery of project milestones will be through electronic transmission, including final sealed and signed documentation for permitting and construction. Client will notify EME of electronic file transfer protocols during the initial stages of the project.
- Document printing services are excluded from this proposal. Should document printing services be requested of EME, charges associated with document printing will be billed as a reimbursable expense.
- Design coordination meetings will be held through electronic forums (Go-To-Meeting or similar). Client and owner review meetings will be held at the office of the owner.
- The project scope is limited to the scope of work outlined above. No additional upgrades, revisions, system modifications, or floor plan modifications are anticipated as part of this project and not included in this proposal.
- EME shall submit the plan documentation as required to the AHJ and the Local Fire Department for permit review and will include building permit payment as a reimbursable expense.

Engineers Compensation

We propose to provide the above mechanical engineering services for a lump sum fee of **\$28,375**, as outlined below:

<i>Design Phase Services:</i>	<u>\$22,400</u>
Building Assessment Phase Services	\$1,500
<i>(RTU-1 Only)</i>	
Construction Document Phase Services	\$19,800
Bidding and Negotiation Phase Services	\$1,100
Design Phase Expenses	Included
<i>Construction Administration:</i>	<u>\$4,250</u>
Construction Phase Services	\$4,250
Construction Phase Expenses	Included
<i>Project Closeout:</i>	<u>\$1,725</u>
Punch List Generation/Verification Services	\$725
Closeout Documentation and Review	\$500
Record Drawings	\$500
Project Closeout Expenses	Included
<i>Warranty Period Services:</i>	<u>Excluded</u>

Electrical Engineering services are provided by Ackerman Engineering, Structural design and review services are provided by HCDA Engineering, and Architectural design services are provided by DLH Architecture. These fees are included in the fees listed above.

Project Related Expenses

Project-related expenses included in the above fee include anticipated travel related expenses, including subsistence and lodging where applicable as outlined in the scope of services noted above.

Reimbursable expenses not included in the above fees will be billed as incurred at 1.10 times actual costs. Reimbursable expenses will include unanticipated travel, including subsistence and lodging where applicable, printing or plotting services, multiple plots or reproduction of drawings and specifications for bidding, Owner or jurisdictional review and record documentation. Mileage charges, if incurred will be billed at the current mileage rates as defined by the IRS.

Invoices

Invoices for services and for project related expenses will be submitted approximately monthly. Invoices for engineering fees will be based on a percent of project completion basis.

Lincoln Academy Charter School agrees to review invoices upon receipt and notify Envision Mechanical Engineers Inc. immediately of any irregularities or errors that would preclude prompt payment. Failure to notify Envision Mechanical Engineers Inc. of irregularities or errors in any invoice within ten days of receipt will constitute acceptance of that invoice for payment in full.

Payment

Payments are due and payable upon receipt of our invoice. Amounts unpaid after 30 days from date of invoice shall bear interest at the rate of 1-1/2% per month. If payment is not received when due, Envision Mechanical Engineers, Inc. shall be entitled to all reasonable costs of collection including attorney's fees.

Acceptance of Proposal

This proposal is valid for acceptance for 30 days from the date submitted and thereafter is subject to revisions, withdrawal or renegotiation. Within the 30-day acceptance period, or thereafter, this proposal shall be deemed to be accepted by the Client upon any of the following events:

- a. Execution of agreement with signed copy returned to Envision,
- b. Written or verbal request for Envision to commence work on any part of the scope of work of services,
- c. Payment of Envision invoice for services whether in whole or in part.

If this proposal meets with your satisfaction please indicate by your signature below, which shall become a binding agreement between parties, (or) include this proposal as an attachment to your standard Sub-Consultant Agreement.

Respectfully,

ENVISION MECHANICAL ENGINEERS, INC.

Jay C. Ferrare
Vice President
Envision Mechanical Engineers, Inc.

Stephanie Trowbridge
Board President
Lincoln Academy Charter School

Date

Terms and Conditions

Performance of Services: The Consultant shall perform the services outlined on the attached Proposal for Mechanical Engineering Services in consideration of the stated fee and payment terms identified.

Additional Services: For additional services not included above, the Consultant shall be compensated as follows:

On an hours times hourly rate basis (see hourly rate schedule attached).

Access to Site: Unless otherwise stated, the Consultant will have access to the site for activities necessary for the performance of the services. The Consultant will take reasonable precautions to minimize damage due to these activities, but has not included in the fee the cost of restoration of any resulting damage and will not be responsible for such costs.

Indemnification: The Client shall, to the fullest extent permitted by law, indemnify and hold harmless the Consultant his or her officers, directors, employees, agents and subconsultants from and against all damage, liability and cost, including reasonable attorneys' fees and defense costs, arising out of or in any way connected with the performance of the services under this Agreement, excepting only those damages, liabilities or costs attributable to the sole negligence or willful misconduct of the Consultant.

Waiver: In addition, the Client agrees, to the maximum extent permitted by law, to waive any claims against the Consultant arising out of the performance of these services, except for the sole negligence or willful misconduct of the Consultant.

Information for the Sole Use and Benefit of the Client: All opinions and conclusions of the Consultant, whether written or oral, and any plans, specifications or other documents and services provided by the Consultant are for the sole use and benefit of the Client and are not to be provided to any other person or entity without the prior written consent of the Consultant. Nothing contained in this Agreement shall create a contractual relationship with or a cause of action in favor of any third party against either the Consultant or the Client.

Certifications, Guarantees and Warranties: The Consultant shall not be required to execute any document that would result in the Consultant certifying, guaranteeing or warranting the existence of any conditions.

Limitation of Liability: In recognition of the relative risks, rewards and benefits of the project to both the Client and the Consultant, the risks have been allocated such that the Client agrees that, to the fullest extent permitted by law, the Consultant's total liability to the Client for any and all injuries, damages, claims, losses, expenses or claim expenses arising out this Agreement from any cause or causes shall not exceed \$20,000 or the total fee received for services rendered whichever is greater. Such causes include, but are not limited to, the Consultant's negligence, errors, omissions, strict liability, breach of contract or breach of warranty.

Initialed: _____ Consultant _____ Client

Ownership of Documents: All documents produced by the Consultant under this Agreement are instruments of the Consultant's professional service and shall remain the property of the Consultant and may not be used by the Client for any other purpose without the prior written consent of the Consultant.

Dispute Resolution: Any claims or disputes between the Client and the Consultant arising out of the services to be provided by the Consultant or out of this Agreement shall be submitted to nonbinding mediation. The Client and the Consultant agree to include a similar mediation agreement with all contractors, subconsultants, subcontractors, suppliers and fabricators, providing for mediation as the primary method for dispute resolution among all parties.

Termination of Services: This Agreement may be terminated at any time by either party should the other party fail to perform its obligations hereunder. In the event of termination for any reason whatsoever, the Client shall pay the Consultant for all services rendered to the date of termination, and all reimbursable expenses incurred prior to termination and reasonable termination expenses incurred as the result of termination.

It is agreed the above terms and conditions are incorporated into and made a part of the Agreement on the reverse side of this sheet.

Initialed: _____ Consultant _____ Client



MECHANICAL ENGINEERS, INC.

2021 Hourly Rate Schedule

Principals	\$236.00/HR
Associates	\$180.00/HR
Sr. Engineer/Designer	\$170.00/HR
Engineers	\$160.00/HR
Designers	\$148.00/HR
Construction Observation	\$150.00/HR
Drafters	\$137.00/HR
Administrative Support	\$90.00/HR



Financial Report

Treasurer

September 2021 Report

Presented on October 18th, 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

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.

2021-22 LA Budget Review

September 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.
 - PPR increase to \$8,760 per student from the April budget amount of \$7,977. At 755 students this would have increased funding by \$591k for operations.
 - With 36 students de-enrolling from Lincoln, state funding is reduced by \$215k.
 - LA will see a net increase in revenue of \$276k for PPR funding.

Additional adjustments were made for Capital Construction and Mill Levy updates and FTE changes. Further reducing revenue, state Intercept costs related to Bond Transfer for 21-22 will increase by \$52k, due to covering May and June 2021 payments in this academic year.
- **Salaries & Benefits:** S&B expenses increased \$179K as a result of adding approved FTE changes (June BoD meeting) to the April Forecasted budget. Salaries projected in the updated forecast may continue to change as position are filled. Finance council is aware that the Jeffco District salaries ranges are anticipated to rise significantly with their updated scale for teachers and staff and we are monitoring closely.
- **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 \$162k including Parking lot expenses and the new Boiler (BoD approved) were added to the budget increasing overall costs. Facilities team has indicated a need to improve HVAC on our modular at a capital budget request of \$200k. The finance team will review the annual budget to determine most appropriate way to fund that request.
- **ESSER 3:** The working budget currently accounts for ESSER 2 reimbursement of \$87k toward currently projected, but unidentified costs.
- **Margin:** The April approved budget had a margin of (\$57,800) in contrast to the Working budget margin of (\$187,060), a reduction of \$129,260 in overall margin. Operating Margin is expected to be (\$141,561) after accounting for \$41k in reimbursement from bond proceeds. 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.

2021-2022 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. Goals will be established to set directionality for the administrative team.
- 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: TBD%

Projected Budget Margin: (1.7%)

After accounting for refunding from Bond proceeds.

Note: BoD did not establish any distinct financial goals for 2021-22. Finance council will be using Operating margin % and Days Cash on hand to establish 2021-22 financial goals. These high level metrics will support monitoring operational fiscal stewardship on a year-to-year basis while tracking overall balance sheet strength for long term school viability.

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

2021-22 Financial Council Projects

No updates to report on current finance council project for the Sept 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.

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 – Two updates to policy.
- Board Evaluation – Have added meeting deadlines to the dashboard.
- Executive Director Evaluation – Submitted November checkpoint document to the board.
- 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 to add a statement to Conflict Resolution Policy regarding curriculum complaints as required by state law and contract with Jeffco School District, as submitted.

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.**

Motion: Move to remove "in conjunction with the Teacher Review Committee" from 3.1.2 (2).

This is based upon our review of this policy last month.

Policy Review

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

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

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

1.0 Ends

1.1 Global Ends Policy

Vision: Our vision is to prepare all students for their future endeavors by providing a comprehensive education based upon the Core Knowledge Sequence®.

Core Values: Respect, Honesty, Integrity, Excellence, Perseverance and Teamwork.

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

Lincoln Academy staff and administration will strive to achieve the following goals for each student:

1.1.1 Proficiency (as measured by Jefferson County School District Standards)

- (1) By the end of the primary level, students will demonstrate proficiency on the District's K-3 math and language arts standards.
- (2) By the end of the intermediate level, students will demonstrate proficiency on the District's 4-5 standards.
- (3) By the end of the intermediate level, students will demonstrate proficiency on the District's 6-8 standards.
- (4) Students will demonstrate at least one level's growth per year as measured by the benchmarks based on District Standards.

1.1.2 Academic Skills

Each student will:

- (1) Develop communication skills in the areas of listening, speaking, reading and writing.
- (2) Develop a grade appropriate knowledge of mathematics and the sciences.
- (3) Develop an appreciation and knowledge of world and American history and our country's heritage.
- (4) Develop an appreciation of his/her physical environment.
- (5) Develop good study habits.
- (6) Achieve his/her full learning potential.
- (7) Hold high expectations for the quality of their own work.
- (8) Attend school regularly and arrive on time.

1.1.3 Physical Skills

Each student will:

- (1) Develop coordination skills.
- (2) Develop an appreciation of sports through observation and participation.
- (3) Develop safety awareness.
- (4) Artistic Skills

1.1.4 Artistic Skills

Each student will:

- (1) Develop an awareness of and appreciation for nature.
- (2) Develop an understanding and enjoyment of art and its materials.
- (3) Develop a knowledge and enjoyment of a variety of musical expressions.
- (4) Enjoy creative expression through drama, musicals and visual arts.
- (5) Enjoy and participate in artistic experiences in the community.

1.1.5 Emotional/Social Skills

Each student will:

- (1) Be assisted in developing a good self-image.
- (2) Develop an appreciation, compassion and respect for others.
- (3) Experience success in group participation as a leader and follower.
- (4) Develop self-control and responsibility as a way of life.
- (5) Develop the ability to meet change, uncertainty and complexity with confidence.
- (6) Prepare for intelligent, responsible citizenship.

Board Evaluation

No updates to the board evaluation for this month.

Executive Director Evaluation

As some of my work this month, I have provided the board with the proposed checkpoint document for November. This is based upon the recommendations from last month. If there are no changes requested, we will use this for November.

This checkpoint will be due to the board president 5 days prior to the evaluation (the normally scheduled November 15th meeting) and the results to the executive director two days later.

Board Training

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

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

Here are the modules to review for November:

- Sunshine Law
- Productive Board Meetings
- Effective Committees

Other Business

It was brought to my attention that the Jeffco School District HR considers Lincoln Academy employees as their employees. I believe that this is something that JSCS will want to address as I am not sure of the ramifications of such thinking. I will continue to follow up on this as I learn more and keep the board informed.

Next Meeting

To be determined

November Executive Director CheckPoint

Thank you for your honoring and constructive feedback on this evaluation.

The following questionnaire is designed to offer specific, relevant feedback on principal performance. Please complete using the following guide:

A score of 1: Failed to Meet Expectations

A Score of 2: Meets Expectations

A Score of 3: Exceeds Expectations

[illegible]

Comments: Stephanie:

Micah:

Jeff:

Lacy:

Sarah:

Doug:

:

:

:

Questions for the ED: