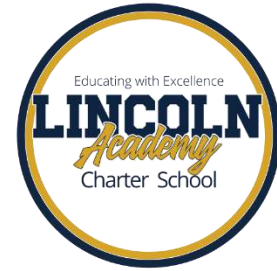


Lincoln Academy Board of Directors

Minutes for Regular Board Meeting, Monday, September 20, 2021 at 6:30 p.m.

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



Microsoft Teams Online Meeting Platform

Link: [Here](#)

Notes:

- (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". See link above.
- (2) For **Public Comment**, you must sign up by 6:00 p.m. on the day of the meeting. (Sign up link 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

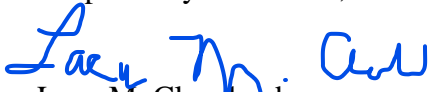
Meeting Minutes

1. Preliminaries
 - a. Call to Order at 6:39 p.m.
 - b. Roll Call
 - i. 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)
 - ii. Absent: None
 - iii. Guest (10 non-staff, 5 staff)
 - iv. Disclosure: Doug Neely announced his son now works at Leopard Care.
 - c. Reading of Mission and Vision
 - d. Review of Parent Code of Conduct
 - e. Welcome Guests
 - f. Public Comment
2. Consent Agenda (6:45pm)
 - a. Agenda for September 20 Regular Meeting
 - b. Approval of Minutes – August 9 Regular Meeting
3. Executive Director Report (David Schoenhals) - (6:45pm)
 - a. Enrollment update, Recruiting for 21-22, Year Long Plan Overview, School Performance Framework and Unified Improvement Plan, CMAS, Measures of Academic Progress, School Focus on Professional Development
 - b. COVID Guidelines Reassessment

4. Strategic Plan (7:28pm)
5. Committee Reports (7:41 pm)
 - a. Executive (Stephanie Trowbridge)
 - b. School Accountability (Sarah Wasinger)
 - c. Facilities (Micah Gilbreath)
 - i. **Motion 23-9-20:** Motion to approve the \$625,000 compensation from the City of Arvada, as part of the Memorandum of Agreement, be used for facilities improvements.
 1. Motion by Micah Gilbreath.
 2. Second by Doug Neely.
 3. Friendly ammendment, as written below, by Doug Neely and approved by Micah Gilbreath
 - a. Motion to approve the \$625,000 compensation from the City of Arvada, as part of the Memorandum of Agreement, be placed in General Fund.
 4. Micah Gilbreath withdrew the motion and its associated friendly motion.
 - ii. **Motion 24-9-20:** Motion to approve the Muller Engineering Scope of services and fee for the preliminary and final design of Lincoln Academy’s parking lot and driveline improvements, for a total fee of \$139,635.00 and additional services for water quality of \$19,000.00 for a not to exceed total amount of \$158,635.00.
 1. Motion by Micah Gilbreath.
 2. Second by Stephanie Trowbridge.
 3. Votes: Jeff Baucum (Y), Lacy Cleveland (Y), Sarah Wasinger (Y), Doug Neely (Y), Micah Gilbreath (Y), Stephanie Trowbridge (Y)
 4. Motion is Passed, 6-0.
 - d. Finance (Jeff Baucum)
 - e. Development (none)
 - f. Governance (Doug Neely)
 - i. **Motion 25-9-20:** Move that the Board sets minimum number of board members to be six voting board members and adds this to official board policy as 4.1.10 titled “Minimum Number of Board Members” as submitted.
 1. Motion by Doug Neely.
 2. Second by Stephanie Trowbridge.
 3. Votes: Jeff Baucum (Y), Lacy Cleveland (Y), Micah Gilbreath (Y), Doug Neely (Y), Stephanie Trowbridge (Y), Sarah Wasinger (Y).
 4. Motion is Passed, 6-0.
 - ii. **Motion 25-9-21:** Move that the Board post meeting notices online at <http://lincoln-academy.net> and in the lobby of the school.
 1. Motion by Doug Neely.
 2. Second by Micah Gilbreath.
 3. Votes: Jeff Baucum (Y), Lacy Cleveland (Y), Micah Gilbreath (Y), Doug Neely (Y), Stephanie Trowbridge (Y), Sarah Wasinger (Y).
 4. Motion is Passed, 6-0.
 - iii. **Motion 26-9-20:** Move that the Board updates policy 3.0 monitoring calendar, as now submitted.
 1. Motion by Doug Neely.
 2. Second by Lacy Cleveland
 3. Votes: Jeff Baucum (Y), Lacy Cleveland (Y), Micah Gilbreath (Y), Doug Neely (Y), Stephanie Trowbridge (Y), Sarah Wasinger (Y).
 4. Motion is Passed, 6-0
6. Unfinished Business (8:59 pm)

7. New Business (8:59 pm)
 - a. Notice of Policies Added to Ends/Means Policy
 - b. Reassess Meeting Schedule
8. Board Training (9:06 pm)
 - a. Administrator Selection, Review, and Support
 - b. Accountability and Program Assessment
 - c. Contract Renewal and Accreditation
9. Announcements (9:13pm)
 - a. Upcoming Board Action Items
 - i. Strategic Planning
 - b. UIP review and approval projected for October's Meeting
 - c. Approve Evaluation Checkpoint Tool for Executive Director during October's Meeting
10. Adjourn at 9:14 p.m.

Respectfully Submitted,



Lacy M. Cleveland

Secretary

Lincoln Academy Board of Directors

EXECUTIVE DIRECTOR



September 20, 2021

Lincoln Academy September 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 SEPTEMBER BOARD REPORT

ENROLLMENT/FINAL WAIT LIST NUMBERS

Grade	Number Enrolled for 21-22	Projected Number	Number of openings	on waiting list as of 9/13/21
K Full Day	89	88	-1	30
1	79	88	9	0
2	84	84	0	2
3	81	84	3	0
4	77	84	7	0
5	84	84	0	0
6	81	84	3	0
7	78	84	6	2
8	70	75	5	18
Total	723	755	32	52

- **Number of enrollment applications still on our waitlist**
 - 2018 = 64
 - 2019 = 259
 - 2020 = 257
 - 2021 = 52

Of the 65 students who attended last year and did not return for 2021-2022

- 15 went to another Jeffco school
- 27 went to another Colorado school district
- 3 moved out of state
- 16 enrolled in a private school
- 4 enrolled in homeschooling

Additionally, 18 of those students left due to mask mandates (Too restrictive or not restrictive enough)

YEAR LONG PLAN OVERVIEW

Year long plans are at a glance of Core Knowledge topics and Colorado State Standards that will be taught throughout the school year at each grade level. Click [here](#) to access the various grade levels' year long plans.

SCHOOL PERFORMANCE FRAMEWORK

Districts and schools will not receive a 2021 performance framework.

MEASURES OF ACADEMIC PERFORMANCE (MAP)

Lincoln Academy students are currently completing their Fall MAP testing. A comprehensive data report will be provided to the Board around the results during the October meeting.

LINCOLN ACADEMY UNIFIED IMPROVEMENT PLAN

The initial draft of the Lincoln Academy Unified Improvement Plan is due on September 17th. Since we are missing a substantial amount of important data (including CMAS growth and especially Fall MAP) that we will be receiving in the coming weeks, there will be a significant amount of editing that will take place before the final draft is due in October. On a positive note, this will allow for significant feedback to take place at the September School Accountability meeting prior to final submission.

SCHOOL FOCUS, PROFESSIONAL DEVELOPMENT, AND HOW WORK IS BEING MONITORED

School Focus

Lincoln Academy staff will utilize data and research-based best instructional practices in order to plan and instruct to meet the academic and social/emotional needs of ALL students.

Professional Development

August 11th Planning Lessons for students, not just content

- Planning lessons with consideration of student prior knowledge, misconceptions, engagement, struggling with content and confidence, already know the content
- Utilization of past professional development at Lincoln Academy
- Planning lessons with colleagues

August 31st Student Behavior and Support

- Lincoln Academy Behavior/Intervention Matrix
- Intro to Student Behavior Report
- Intro to Student Intervention Team (SIT)

September 14th Active Learning

- Engagement/Informal Assessment
- Cognitive Load

September 21st Acadience and MAP data

- Overview of Acadience and MAP data
- Utilize data to plan for instruction

September 28th GT and Advanced Learner Support

- What strategies can I use to better meet the academic and social/emotional needs of my advanced and GT learners?
- Planning Instruction for Advanced and GT learners

October 12th Student Intervention Team (SIT)

- Tier 2 Interventions for academic and behavioral support for students
- What will the SIT process look like in supporting teachers?

Ongoing Coaching Support from Matt Spahn and Calee Schrock

- Individualized support based on teacher needs
- Approach including lesson planning, observation and debrief, demonstration and co-teaching, observation of other teachers

Monitoring of Work

Executive Director

- Learning Walks: Principals, Executive Director, and others observing focus areas and providing feedback
- Teacher Evaluation System: Principals and Executive Director observing all teachers (One formal and at least five informal observations). Ongoing evaluation activities where teachers are provided with growth-minded feedback and current status on the teacher rubric is consistently communicated



Lincoln Academy

CMAS 2020-2021 Results

CMAS Performance Levels

5 Performance Levels

- **Exceeded Expectations**
- **Met Expectations**
- **Approached Expectations**
- **Partially Met Expectations**
- **Did Not Yet Meet Expectations**

Met and Exceed Expectations are considered on track to be “college and career ready” according to CDE.

CMAS 2020-2021 Additional Information

The 2020-2021 CMAS was administered in the following grades.

English Language Arts 3,5,7

Math 4,6,8

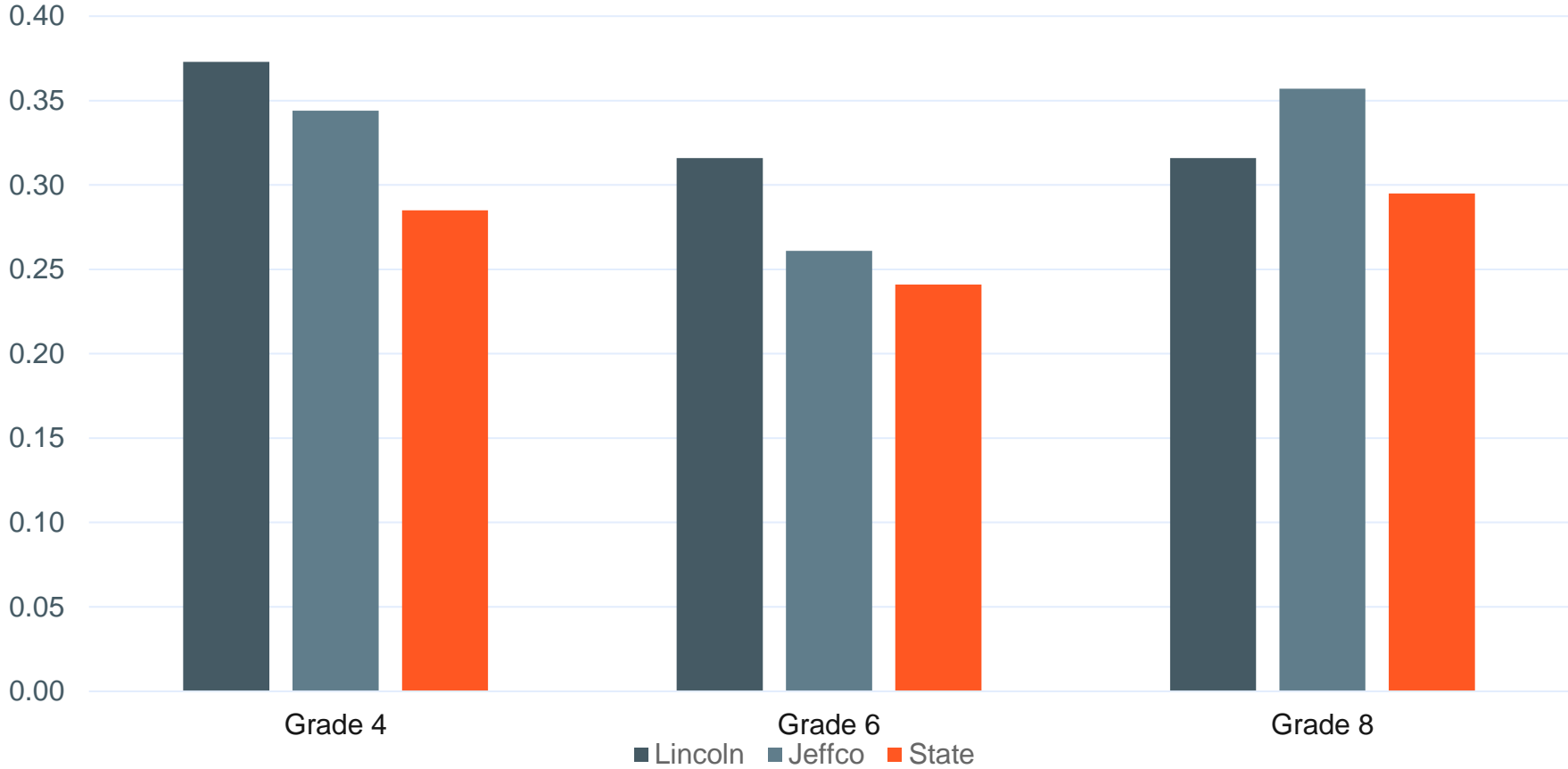
Science 8

Growth Data has not yet been released to the public.

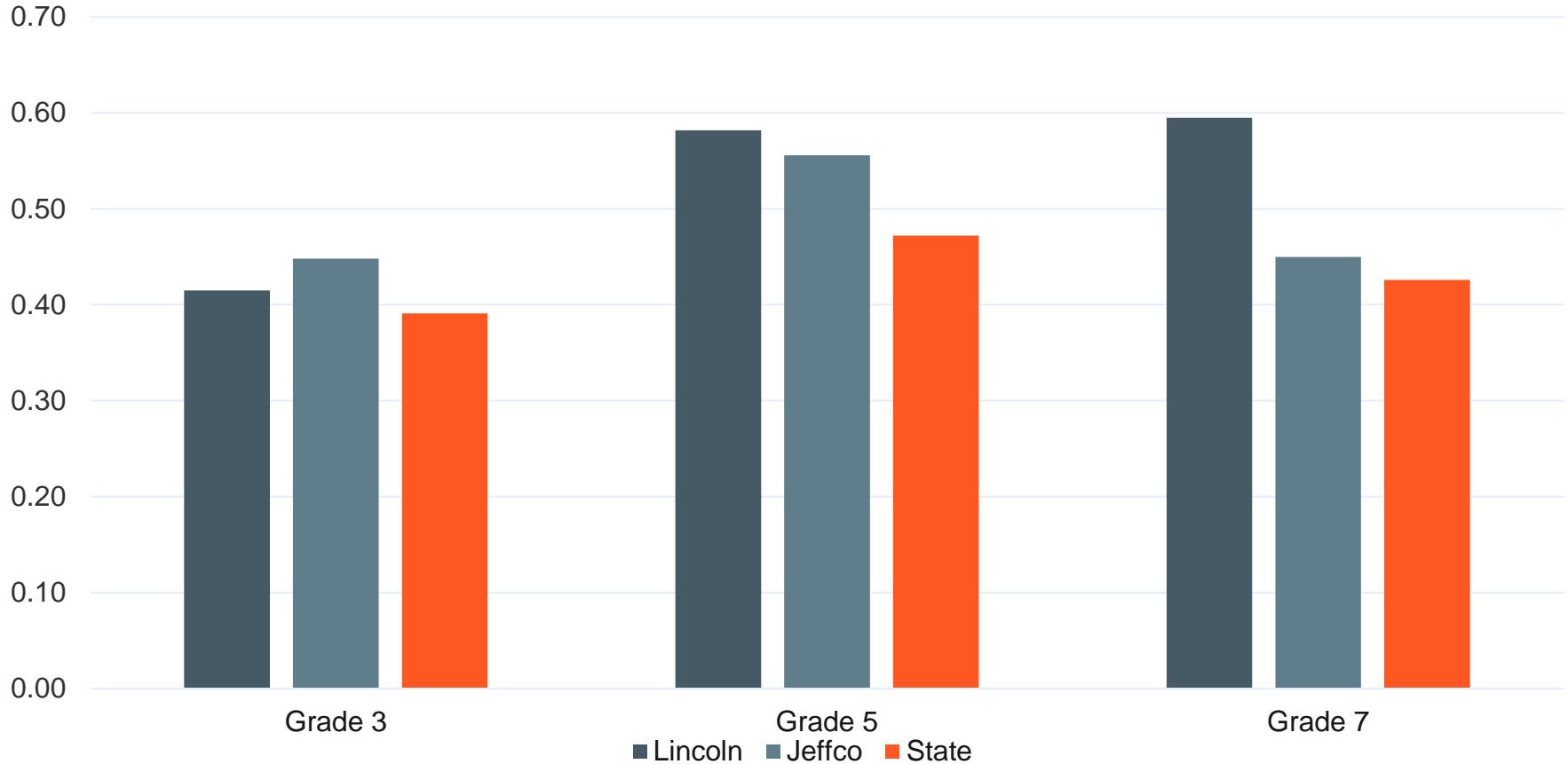
In previous years, Lincoln Academy had a 98%+ participation rate on CMAS tests. On the 2020-2021 assessments, the participation rate was only 70.3%. Considering the lower participation rate at Lincoln and throughout the state, it makes it very difficult to compare data from year-to-year or school-to-school.

Results from the 2020-2021 assessments is more useful at an individual level.

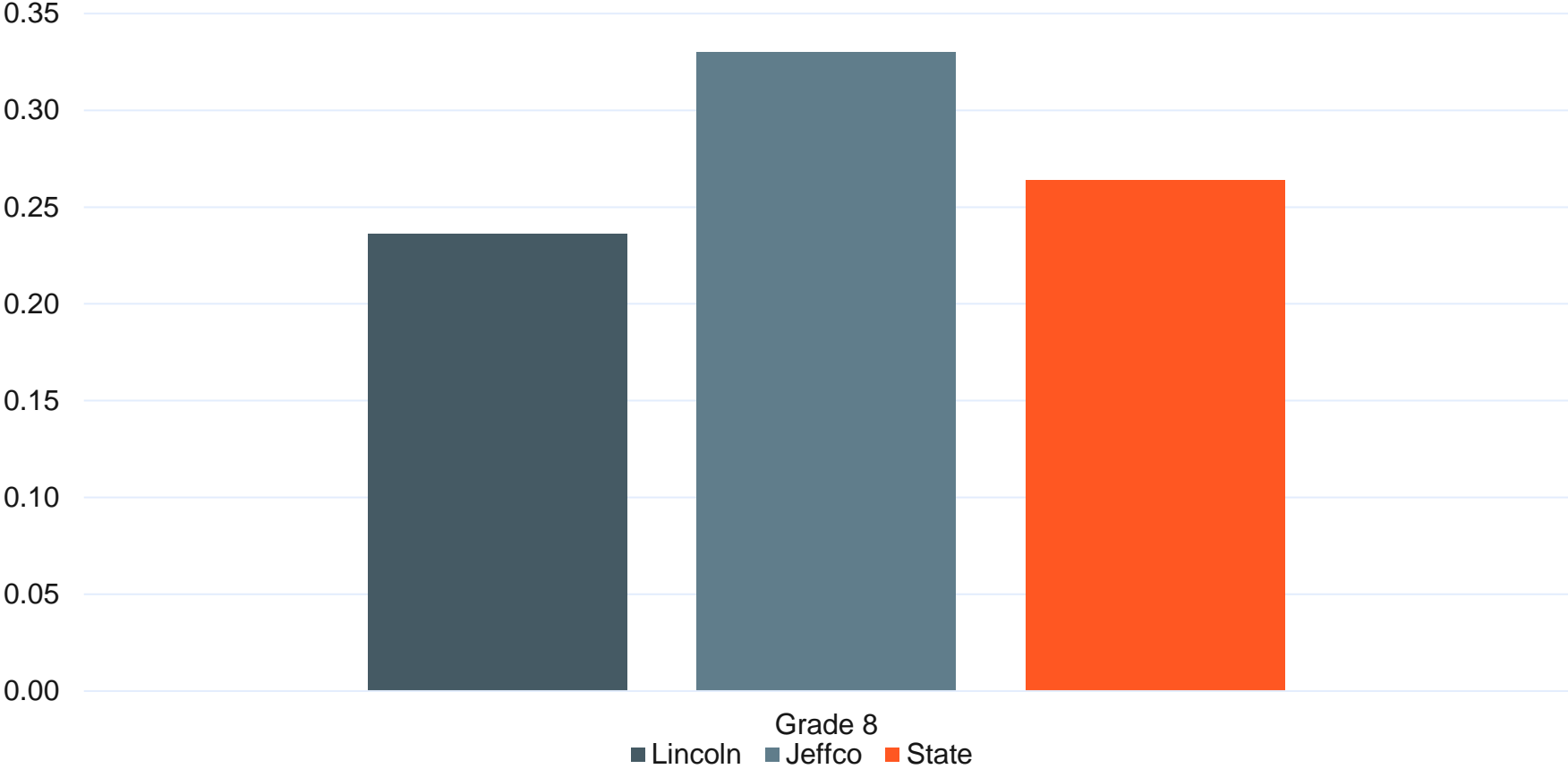
2020-2021 CMAS Math Meets or Exceeds



2020-2021 CMAS ELA Meets or Exceeds



2020-2021 CMAS Science Meets or Exceeds



COVID Update

Mitigation

Continue to follow JCPH Mandates

- Masking and social distancing.
- All staff vaccinated and/or tested on a weekly basis starting last week.
- Continued disinfection and increased airflow/filtration in classrooms.
- Continued reminders that any staff or students demonstrating COVID symptoms need to stay home.

Jefferson County Data

- 7-Day positivity rate on September 13th was 5.4%. The high during the pandemic was 16.1% during April of 2020.
- The rate of cases on September 4th for the 10-19 age group was 192.2/100,000. The high for this demographic during the pandemic was 350.6/100,000 during November of 2020.
- The rate of cases on September 4th for the 0-9 age group was 174.1/100,000. The high for this demographic during the pandemic was 205/100,000 during August of 2021.
- The hospitalization rate on September 6th was 1.09/100,000. The high during the pandemic was 3.53/100,000 during November of 2020.
- The hospitalization rate for the 0-30 age group on September 6th was 0.28/100,000. The high for this demographic during the pandemic was 0.92/100,000 in November of 2020.
- Four confirmed cases over the last month at Lincoln Academy. No outbreaks/classroom quarantines.

Other

- Privacy with staff COVID vaccination status.
- No indications currently of possible changes to the JCPH COVID mandates for schools.

Colorado Children's Hospital: Masks pose no risk to children's physical or mental wellness

The mental health challenges that many children are experiencing are due multiple factors, namely disruptions to routine, family life and schooling coupled with isolation, stress and anxiety due to the pandemic. "In general, kids are feeling more stressed and distressed than ever before," Dr. Glover says. "The major activities in their lives have been constantly changing during the pandemic and youth have been faced with prolonged periods of trying to cope with the unknown. Masks are not harmful to children's mental health. They need to be back in school and have connections with other kids and adults to improve their mental health. Right now, wearing masks is the best way to ensure that will happen."

Kids and teens' mental health challenges existed before the pandemic. What's changed is that many of the activities that helped them cope with these challenges - like school, sports and extracurricular activities - changed significantly. Going back to in-person learning safely - by wearing masks and getting kids vaccinated as soon as they are eligible, along with other protective measures - is a beacon of hope for communities. Masks are a key step on the road to getting back to normal and providing kids the support systems they need to thrive mentally, emotionally and physically.

Executive Team Report - September 2021

Stephanie Trowbridge, President

1. Executive Director Check-In

Stephanie and Micah have met with David twice this past month. We reviewed his workload, goals, and any barriers he is experiencing. He is working diligently to get to know Lincoln, to carry out the JCPH Covid Mandate and to give oversight to all areas of the school.

2. Agenda Planning

Stephanie and Doug discussed having two policy review workshops in October and November from 6-6:30 p.m., prior to the next two meetings in hopes of revising policy outside of normal business meetings. The discussion would occur during the working session and the vote would take place during the meeting.

3. Strategic Planning

Timeline review and coordination of the next phases of the Strategic Plan 2021-2024 are in place and will continue to be revised as needed. With the UIP being the first priority, we may delay finalizing the first draft so we do not overextending our ED.

4. Executive Director Report

David will be presenting his report to the Board using the Board Calendar and anything else he wants to update the Board on. This month he will also be sharing the UIP and current student count.

5. Executive Director Evaluation

While Doug is working on the ED evaluation formate and encouraging more specific goals for our ED to be more easily evaluated, the quickly approaching October calendar date seems premature for this year. It will be on the November agenda unless the Board objects.

6. District Update

Tom McMillen is joining the Board for a workshop prior to this month's meeting to review the relationship between the District and our Board. We continue to stay up-to-date on our school's role around the JCPH Mandate, legal responsibilities and activity around the district. The annual board legal training is October 21, 2021 at 5 p.m. at the district office, ED Center in Golden. Mandatory Reporting information was emailed to the Board to review as well.

School Accountability Committee

September 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. Current Membership

- Executive Director
- Teachers/staff representing: 5/6 teacher, 7/8 teacher, and ALP/DSS
 - NEED: K-4 teacher(s)
- Parents representing: K, 3/4 , 5/6 , and 7/8
 - NEED: 1st and/or 2nd grade family members; members representing diverse populations
- Community Member
- Board Member

We are working with the Elementary Principal and the School Secretary to continue to recruit for open positions.

2. First Meeting: Tuesday, Sept 28, 6:30pm

Following meetings will take place on the 4th Thursday of the moth. The committee will address months where this falls during a school break.

3. In accordance with recommendations from the Colorado Department of Education, we have written a Code of Conduct including elements from the Code of Conduct of the Lincoln Board of Directors and the Jeffco District Accountability Committee. See attached.
4. Our first meeting will cover introductions, the role of SAC using the outline provided by the District, discussion of committee member goals, and presentation of the UIP.

Lincoln Academy School Accountability Committee

Lincoln Academy Mission Statement

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.

Lincoln Academy Vision Statement

To prepare all students for their future endeavors by providing a comprehensive Core Knowledge© education.

SAC Norms and Code of Conduct

The School Accountability Committee at Lincoln Academy is a collaborative team comprised of parents, staff, and community members who meet to discuss school academic performance and adherence to the school's Mission and Vision, emphasizing the well-being and success of all students at Lincoln Academy. All recommendations of the Committee to the Administration and Board of Directors are advisory.

As such, Committee members agree to the following Code of Conduct:

- 1. I will serve the children, staff, and parents of Lincoln Academy.**
2. I will express my honest and most thoughtful opinions in committee meetings in an effort to have all recommendations made for the best interest of the children and the school.
3. I will participate actively in discussions and activities of the committee, sharing my unique talents and perspectives.
4. I will respect the opinions of others and honor the differences expressed by SAC Members.
5. I will carefully read all information and ask critical questions so that I am fully informed about issues facing the school.
6. I will treat all data confidentially and will only share aggregated data as reported by the committee.
7. I will make no disparaging remarks, in or out of meetings, about other members of the committee or members of the school community. I will not discuss opinions expressed by other members outside of SAC meetings.
8. If I have a personal conflict of interest or grievance with a staff member, the school, or the District, I will disclose the conflict to the SAC committee-as-a-whole prior to discussion and excuse myself from participation in the discussion.

9. I will make every effort to attend each meeting. If I am unable to attend a meeting or will be late, I will email the chairperson.
10. I will keep discussion focused on topics that are within the scope of the Accountability Committee responsibilities. The Accountability Committee will have a Chair who is responsible for keeping members on task, focusing the discussion, and limiting discussion appropriately.

Member: _____ Member: _____

Member: _____ Member: _____

Member: _____ Member: _____

Member: _____ Member: _____

Member: _____ Member: _____

Member: _____ Member: _____

Member: _____ Member: _____

Date: _____

Facilities Committee Report September 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

- Informed Facilities Committee of board strategic goals related to facilities (Building B fund)
- Facilities meetings will occur the first Friday of every month
- Project status update of boiler replacement
- Update on MOA **(includes proposed Motion for BoD)**
- Committee recommendation to approve scope and fee for preliminary and final design completed by Muller Engineering **(includes proposed Motion for BoD)**
- Update on Building C and Building A office units to be updated **(includes proposed Motion for BoD if proposal received by 9/15/21)**
- Other facilities/operations updates

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

- Lori updated facilities that the project is on schedule to be completed, early October.
- The contractor (Envision) has gone above and beyond on project.
- Operations team mentioned their appreciation for Mrs. Kil's continued graciousness and flexibility to make her classroom mobile during the project. This included mention that staff also benefited from learning additional ways to help students with technology.
- Project is currently estimated to come in under budget around \$20,000.

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

City of Arvada MOA status:

- The MOA has been signed and accepted by Lincoln Academy and the City of Arvada
- The next step is closing and receiving of funds
- The committee would like to recommend board approval that the \$625,000.00 be allocated for facility's needs.

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

- Annette Ernst (Vanir) and Alicia Borrego (Parent member, Professional Engineer) provided comments for their review of the Draft scope and fee
 - Overall fee was too high
 - Questions ranged from concern of drainage requirements, landscape needs, permitting, and overall staffing
 - Lori and Micah arranged discussion with Muller to reduce overall fee and discuss other questions

- Muller reduced the overall fee by \$16,000.00 with the potential for an add service of \$19,000 for Water Quality Improvements
- Budget recap: Design services are typically 8-12% of construction cost
 - Conceptual funds spent = \$31,003
 - Proposed total design fee = \$139,635
 - Add service fee for Water Quality = \$19,000
 - Total Design fee = \$158,638.00 which is 10.3% of a 1.54 million construction budget
- Bond proceeds from the refinance = \$1,871,618
- Total proposed project budget = \$2,000,000 (addition of funds received from City of Arvada)
- The verbiage in the refinance documents specifically defines proceeds are to be used for site improvements to parking lots and the driveline
- Facilities Committee recommends approval of the scope and fee provided by Muller Engineering for preliminary and final design services.

Proposed Motions:

Motion: Motion to approve the \$625,000 compensation from the City of Arvada, as part of the Memorandum of Agreement, be used for facilities improvements.

Motion: Motion to approve the Muller Engineering Scope of services and fee for the preliminary and final design of Lincoln Academy's parking lot and driveline improvements, for a total fee of \$139,635.00 and additional services for water quality of \$19,000.00 for a not to exceed total amount of \$158,635.00.

Motion: TBD if design proposal is received from Envision for Building C and Building A office units. If proposal is not received by 9/15 facilities will postpone motion until October BoD meeting

Additional Facilities Updates:

Exterior and Interior door upgrades:

- Norm Miendl reported to the Facilities committee that all work for doors has been completed.
- Campus improvement to functionality and safety.

Building C Roof Inspection:

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

Huge thank you to PTO and Lincoln Community

- Providing funds to purchase an ATV with plow for facilities
- Additional playground upgrades to happen this school year

Next Facilities meeting at Lincoln Academy will be October 1st at 9 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

September 9, 2021

Annette Ernst
Project Manager
Vanir CM/Lincoln Academy
12211 W. Alameda Parkway
Lakewood, CO 80228

Draft proposal for Parking Lot Design Services at the Lincoln Academy School

MEC Proposal No. 918.43

Dear Annette:

This letter formalizes the School's request for Muller's assistance with design support related to parking lot improvements planned by the Lincoln Academy Charter school.

Background

Due to improvements being proposed by the City of Arvada's W. 72nd Ave. Roadway Improvements and Underpass project the Lincoln Academy will require modifications to their ingress and egress access points to the school as well as other impacts to the property. As part of this project the school has decided to look at other improvements that could be made to their site including vehicle circulation and increased parking. Muller Engineering has been working with the School to provide support for the City and as part of the W. 72nd Ave. project and the School has requested Muller's assistance with design support for this work.

Scope of Services and Fee Adjustment

Attachments 1 and 2 describes the Scope of Services as well as the fee for the work to be provided by the Muller design team.

We appreciate the opportunity to assist you on this project. Please call me at (303) 988-4939 if you have any questions or need additional information.

Sincerely,

MULLER ENGINEERING COMPANY, INC.

A handwritten signature in blue ink, appearing to read 'Geoff Mestas', is written over a white background.

Geoff Mestas, P.E.
Project Manager

Attachments:

1. Additional Services Scope of Work
2. Fee



Scope of Services – Attachment 1

The following tasks will be performed.

1. Project Management (Design)

This task includes work from Muller and its sub-consultants to manage the project throughout the design phase.

- a. Manage schedule and project budget for a six (6) months of project duration.
 - i. Provide monthly progress reports and project invoicing for throughout the project duration.
- b. Coordination meetings. It is assumed that Muller's PM (Geoff Mestas), the Project Manager for the School (Annette Ernst – Vanir) and the Lincoln Academy School Operation Manager (Lori Woods) will meet bi-weekly to discuss the project and its progress. The meetings will be held virtually, and it is assumed that up to two (2) onsite meetings will be required over the course of the project. With a six (6) month duration this will result in twelve (12) total meetings at 45-minutes per meeting. Meeting notes will be kept live via a project team OneNote. Both Vanir and Lincoln Academy will have access to this OneNote book.
- c. Internal team coordination. It is assumed that Muller (PM, PE, Drainage PM and PE) will need to meet internally over the course of the project. These meetings will be bi-weekly, with a six (6) month duration this will result in twelve (12) total meetings at 30-minutes per meeting.

2. Preliminary Design (30%)

It is assumed that the design approved by the board on 8/9/2021 will be the basis of the parking lot design. The following tasks will be performed as part of this design.

- a. Drainage design
 - i. Review approved layout and create sub-basins to route storm runoff through the parking lot improvements down to the on-site detention/WQ treatment ponds.
 - ii. Rational method is assumed to be used for basin calc/delineation.
 - iii. Coordinate with design team on drainage storm layout/inlet placement
 - iv. Coordination with City of Arvada on any required permitting (MS-4)/development review as part of proposed improvements. If submittals and permits are required by the City of Arvada then that effort will be part of the additional service described in section 6 of this scope.
- b. Roadway design
 - i. Create a design model for the proposed parking and circulation driveway improvements.
 - ii. Design vertical and horizontal control for parking lot improvements
- c. Preliminary Lighting Layout/Selection
 - i. Establish basis of design
 - ii. Lighting design
 1. Lighting layout
 2. Luminaire selection
 3. Lighting calculations
 - iii. Electrical design
 1. Panel schedules

2. One-line diagrams
3. Lighting panel, including short circuit calculations and feeder sizing
4. Circuiting and conduit, including voltage drop calculations and conduit sizing
5. Electrical details
- iv. Tabulation of approximate quantities
- v. Opinion of Probable Cost

Assumptions:

- will assume standard irrigation practices to sod and shrub bed areas
- will have a separate drip zone to any plant materials within the native areas and temporarily spray to any native that requires irrigation to establish

Deliverables:

- Preliminary Design Set

d. Preliminary Planting and Irrigation Design

Dig Studio and their sub-consultant will provide support to Lincoln Academy to design various planting plans and irrigation schedules that will be impacted by the W. 72nd Ave Project. Dig will present the plan and plant list once and make one revision which will be included in Design Development set which will also include plans and details for irrigation.

Planting Plan drawings will include: Planting Plan: Plant layout and schedule communicating size, species, location, and

Irrigation Plan: Irrigation layout and schedule communicating size, type, location, and quantity of irrigation parts.

Deliverables:

- PDF of AutoCAD drawings on title block provided by Muller.
- Draft specifications for landscape and irrigation.

Irrigation Subconsultant Services include:

- (1) Site Visit to review existing equipment and coordinate with groundskeeper
- Design of new irrigation equipment on site for preliminary and final design
- will assume standard irrigation practices to sod and shrub bed areas
- will have a separate drip zone to any plant materials within the native areas and temporarily spray to any native that requires irrigation to establish

e. Prepare the preliminary design plans. The preliminary plan set is assumed to include the following sheets.

- i. Title Sheet
- ii. Standard plans list (CDOT applicable detail selection)
- iii. Typical sections
- iv. Notes



- v. Summary of quantities
 - vi. Site plan geometry
 - vii. Site plan
 - viii. Grading plan
 - ix. Profiles for roadway
 - x. Lighting plans
 - xi. Irrigation plans
- f. Prepare a preliminary (30%) design quantities and cost estimate for the project.
 - g. Hold preliminary design review meeting with Lincoln Academy staff and the State Division of Fire and Prevention control. This task includes time for setting up the project within the states system
3. Final Design (90%)
- a. Address comments provided by Lincoln Academy and the State Division of Fire and Prevention Control on the preliminary design.
 - b. Drainage design
 - i. Address any comments from the preliminary design
 - ii. Coordinate with design team on final drainage storm layout/inlet placement
 - iii. Prepare final drainage report
 - iv. Prepare tabulation
 - v. Prepare final profiles for storm sewer improvements
 - vi. Coordination with City of Arvada on any required permitting (MS-4)/development review as part of proposed improvements. If submittals and permits are required by the City of Arvada then that effort will be part of the additional service described in section 6 of this scope.
 - c. Roadway design
 - i. Finalize the roadway design model for the proposed parking and circulation driveway improvements.
 - ii. Finalize design vertical and horizontal control for parking lot improvements
 - iii. Create tabulations for design package
 - iv. Design and detail intersections and pedestrian ramps including vertical details and specialized pan line profiles and grading/elevations.
 - d. Final Lighting Design
 - i. Incorporate comments from preliminary design
 - ii. Final lighting design plans
 - iii. Final electrical design
 - iv. Lighting specifications
 - v. Tabulation of approximate quantities
 - vi. Opinion of Probable Cost
 - e. Final Planting and Irrigation Design
Planting and Irrigation Design 'For Construction' Documents
Dig and its sub-consultant will provide a Planting Plan and Schedule based on the final design. Dig will make revisions as noted by the client on the preliminary set which will be included in the Construction Document set which will also include plans and details for irrigation.



Planting Plan drawings will include:

- Planting Plan: Plant layout and schedule communicating size, species, location, and quantity
- Irrigation Plan: Irrigation layout and schedule communicating size, type, location, and quantity of irrigation parts.

Deliverables:

- PDF of AutoCAD drawings on title block provided by Muller.
- Final specifications for landscape and irrigation.

Assumptions:

- “Landscape” items are defined as tree and planter layout, soil preparation, plantings and irrigation.
- “Hardscape” items are defined as pedestrian paving zone types with material palette, steps, walls, fixed planters, site furnishings, trellis, water feature, pool and site lighting fixtures.
- Roadway engineering and engineering of pavement structures, sidewalks, or sub-grade systems are by others.
- Dig Studio shall review and adhere to all relevant regulatory requirements for the site.

- f. Prepare the final design plans. The final plan set is assumed to include the following sheets.
 - i. Title Sheet
 - ii. Standard plans list (CDOT applicable detail selection)
 - iii. Detail sheet
 - iv. Typical sections
 - v. Notes
 - vi. Summary of quantities
 - vii. Earthwork tabulation
 - viii. Tabulation of surfacing materials
 - ix. Site plan geometry
 - x. Site plan
 - xi. Grading plan
 - xii. Curb ramp details (assumed 2 sheets required)
 - xiii. Profiles for roadway
 - xiv. Drainage profiles
 - xv. SWMP/Erosion control plans
 - xvi. Drainage tabulation
 - xvii. Lighting plans
 - xviii. Irrigation plans
- g. Prepare a spec package based on the CDOT spec package. Section 100s will be adjusted based on the School staff and other definitions.
- h. Prepare a 90% design cost estimate for the project.
- i. Hold final design review meeting with Lincoln Academy staff and the State Division of Fire and Prevention control.



4. 100% Submittal / Advertisement Support / Construction Support Services

- a. Address any minor comments from Final Design review meeting and prepare final 100% stamped plans and specs
- b. Bid Services:
 - i. Muller will assist the School in soliciting bids from up to 3 Civil Contractors including the City's contractor SEMA, Inc.
 - ii. As part of this process Muller will review the bids with Lincoln Academy and offer opinions to the School on best fits for the work. The School will prepare the contracting for this work, Muller and it's sub-consultants will not be responsible for contracting or construction oversight as part of this phase.
- c. Construction Support Services
 - i. Manage schedule and project budget for a four (4) months of project duration.
 1. Provide monthly progress reports and project invoicing for throughout the project duration.
 - ii. Owner/Engineer/Contractor meetings. It is assumed that Muller's PE (Danny Hellrung), the Project Manager for the School (Annette Ernst – Vanir) and the Lincoln Academy School Operation Manager (Lori Woods) will meet bi-weekly with the contractor to discuss the project and its progress. The meetings will be held onsite. With a four (4) month duration this will result in eight (8) total meetings at 1.5 hours per meeting.
 - iii. Review RFIs and key project submittals. It is assumed that Muller will address up to four (4) RFIs with a total of 2 hours per RFI. It is assumed that Muller will review up to 10 submittals with a total of 1 hours per submittal.
- d. Design support during construction. Muller will provide a \$2500 budget for design support during construction. This can be used as Lincoln Academy needs to address anything that comes up during construction

As-builts are to be done by the contractor. All final redlines, as-built shots on finished grades are provided by the contractor. Muller will take the contractors CAD file and add them to the design CAD files.

5. Additional Support Services

- a. Detention improvements and MS4 permitting through the City of Arvada
This task shall include all work necessary to improve the existing ponds and proposed ponds based on the design improvements required by the parking lot improvements. The following tasks will be required
 - i. Detention and water quality design
 1. Grading layout
 2. Forebay and maintenance access details
 3. Trickle channel details and design
 - ii. Pond outlet structure details and design



Assumptions & Exclusions

Muller's proposed scope of services and fee is based on the following assumptions and exclusions. Should any of these turn out to be inconsistent with the ultimate project requirements, additional fees will be required. This scope of work is based upon normal project progress and within the time schedule agreed upon, without major redesign or change order work. Additional fees will be required if project timing is extended or project is put on hold and restarted at later date. If the project timing exceeds one year, additional services rates may increase.

The following items are not included in this Scope of Services.

- a. Hydrologic analysis of existing springs and wells
- b. Environmental research related to existing springs and wells
- c. Water rights attorneys are excluded from the scope
- d. Traffic counts or traffic data gathering are excluded
- e. Submittals to City of Arvada for development review are excluded and are not assumed to be required for this project.
- f. Geotechnical/pavement design. It is assumed that Lincoln Academy will use the pavement design from the 72nd Ave. project for parking areas.
- g. Revisions or modifications to the pond designs as part of the W. 72nd Ave design
- h. Revisions or modifications to the proposed utilities being done as part of the W. 72nd Ave. design
- i. Profiling of any private utilities
- j. Major design iterations following the "Final Design" submittal
- k. Structural design of any kind including but not limited to walls, outlet structures, noise/sound fencing, specialized irrigation or ditch structures and any other designs that would include a PE stamp from a structural engineer.
- l. Relocation/redesign of the entry (from Oak street) and exit (Nelson street) roads. These are to stay as designed in the current location based on the W. 72nd Ave. design plans.
- m. SUE plans and potholing of any existing utilities on the site.
- n. All plans and designs are to be based off of site surveys performed and provided by the Lincoln Academy. No new surveys will be done as part of this scope/contract. No legal descriptions will be provided as part of this scope.
- o. For drainage and water quality it is assumed:
 - i. Water quality treatment will be required for all impervious surfaces within the limits of disturbance above 1 acre of disturbance.
 - ii. Water quality treatment to also include volume for previously constructed modular buildings. Impervious area/treatment volume is not described in the 9/30/16 letter from JVA, so will be calculated as part of our work.



- iii. No water quality treatment provided for other impervious surfaces outside of work area, including school buildings, Nelson Street access drive, etc.
 - iv. Detention may be required for the site per the Arvada Code of Engineering Standards and Specifications.
 - v. Where possible, runoff reduction methods will be used to help reduce detention and water quality volume requirements.
- p. For Landscaping and Irrigation design it is assumed:
- i. "Landscape" items are defined as tree and planter layout, soil preparation, plantings and irrigation.
 - ii. "Hardscape" items are defined as pedestrian paving zone types with material palette, steps, walls, fixed planters, site furnishings, trellis, water feature, pool and site lighting fixtures.
 - iii. Dig Studio shall review and adhere to all relevant regulatory requirements for the site.
- q. Contractor will be responsible for all permitting via DFPC. MS4 permitting may be required from City of Arvada if necessary, otherwise no permits are anticipated from City of Arvada or other agencies.
- r. It is assumed that two (2) sets of erosion control plans to be provided: one for initial measures, one for interim/final measures.
- s. It is assumed that the Contractor to obtain all permits.
- t. Electric Vehicle (EV) electrical infrastructure design
- u. Electrical receptacles for holiday lighting or maintenance
- v. Significant lighting and/or electrical redesign after 90% submittal based on client changes such as: changes in streetlight ownership, or a change from resetting existing streetlights to new streetlight installation.
- w. Any development, design, or detailing of custom luminaires
- x. Drafting on non-digital backgrounds such as *.pdf or *.jpg files
- y. Equipment procurement
- z. Commissioning
- aa. Communication wiring to Traffic Signals

Billed hourly rates will be adjusted throughout the contract performance period to reflect updates to direct hourly wages and overhead.

Should the scope of work required to complete the project exceed that listed in the attached fee (due to schedule changes, client requests, complexity or general evolution of the project, review agency requirements, etc.) Muller will inform you of the scope change and required fee adjustment so a contract amendment can be prepared.



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 – Three policy updates are recommended. One of them is part of the monthly policy review (section 3.0).
- Board Evaluation – Have added meeting deadlines to the dashboard.
- Executive Director Evaluation – Recommendation for November checkpoint prior to March evaluation.
- Board Training – List of modules to review for this month and next month.

Strategic Plan

Board Dashboard

Continuing work on the dashboard and working towards getting it available for access by board members. Here are some of the pages that I have updated:

- Charter – This has links to our original application and details about our previous charter renewals. Initially, I am including the state and district waivers.
- Board Calendar – While the home page has the current month detail, this page will contain the entire board calendar.
- “Home” pages for each committee – These pages will start off by displaying current committee goals (work in progress).
- Meeting Deadlines – I have added this to the board meeting metrics page.
- Update buttons – I am starting work on buttons that will enable easy update of the back-end data. At this time, I have added update buttons for meeting deadlines and meeting metrics.

I have completed a number of the additions for the Governance Committee to the dashboard. I am still trying to plan out how to record board member history and details, as well as election information. I have also completed the items listed under “charter”.

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 the Board sets minimum number of board members to be six voting board members and adds this to official board policy as 4.1.10 titled “Minimum Number of Board Members” as submitted.

4.1.10 Minimum Number of Board Members

The By-laws govern the maximum and minimum number of board members.

The Board shall have a maximum of ten members with a minimum of 6 members.

By policy, the minimum number of Board members will be six voting board members. This minimum will not include ex-officio members.

Motion: Move that the Board post meeting notices online at <http://lincolnacademy.net> and in the lobby of the school.

This is to comply with 24-6-402(2)(c).

24-6-402

(2)

(c) (I) Any meetings at which the adoption of any proposed policy, position, resolution, rule, regulation, or formal action occurs or at which a majority or quorum of the body is in attendance, or is expected to be in attendance, shall be held only after full and timely notice to the public. In addition to any other means of full and timely notice, a local public body shall be deemed to have given full and timely notice if the notice of the meeting is posted in a designated public place within the boundaries of the local public body no less than twenty-four hours prior to the holding of the meeting. The public place or places for posting such notice shall be designated annually at the local public body's first regular meeting of each calendar year. The posting shall include specific agenda information where possible.

(II) The general assembly hereby finds and declares that:

(A) It is the intent of the general assembly that local governments transition from posting physical notices of public meetings in physical locations to posting notices on a website, social media account, or other official online presence of the local government to the greatest extent practicable;

(B) It is the intent of the general assembly to relieve a local government of the requirement to physically post meeting notices, with certain exceptions, if the local government complies with the requirements of online posted notices of meetings;

(C) A number of factors may affect the ability of some local governments to easily establish a website, post meeting notices online, and otherwise benefit from having an online presence, including the availability of broadband or reliable broadband, the lack of cellular telephone and data services, and fiscal or staffing constraints of the local government;

(D) Local governments are encouraged to avail themselves of existing free resources for creating a website and receiving content management assistance from the Colorado statewide internet portal authority and statewide associations representing local governmental entities; and

(E) It is the intent of the general assembly to closely monitor the transition to providing notices of public meetings online over the next two years and, if significant progress is not made, to bring legislation mandating in statute that all notices be posted online except in very narrow circumstances that are beyond the control of a local government.

(III) On and after July 1, 2019, a local public body shall be deemed to have given full and timely notice of a public meeting if the local public body posts the notice, with specific agenda information if available, no less than twenty-four hours prior to the holding of the meeting on a public website of the local public body. The notice must be accessible at no charge to the public. The local public body shall, to the extent feasible, make the notices searchable by type of meeting, date of meeting, time of meeting, agenda contents, and any other category deemed appropriate by the local public body and shall consider linking the notices to any appropriate social media accounts of the local public body. A local public body that provides notice on a website pursuant to this subsection (2)(c)(III) shall provide the address of the website to the department of local affairs for inclusion in the inventory maintained pursuant to section 24-32-116. A local public body that posts a notice of a public meeting on a public website pursuant to this subsection (2)(c)(III) may in its discretion also post a notice by any other means including in a designated public place pursuant to subsection (2)(c)(I) of this section; except that nothing in this section shall be construed to require such other posting. A local public body that posts notices of public meetings on a public website pursuant to this subsection (2)(c)(III) shall

designate a public place within the boundaries of the local public body at which it may post a notice no less than twenty-four hours prior to a meeting if it is unable to post a notice online in exigent or emergency circumstances such as a power outage or an interruption in internet service that prevents the public from accessing the notice online.

(IV) For purposes of this section, local public body includes municipalities, counties, school boards, and special districts.

Policy Review

As part of our monthly policy review, we are reviewing section 3.0

3.0 BOARD/EXECUTIVE DIRECTOR LINKAGE

3.1 Global Board/Executive Director Linkage Policy

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

3.1.1 Unity of Control

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

Accordingly,

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

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

3.1.2 Accountability of the Executive Director

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

Accordingly,

(1) The Board will never give instructions to persons who report directly or indirectly to the Executive Director.

(2) The Board will refrain from directly evaluating staff other than the Executive Director. The Executive Director, in conjunction with the Teacher Review Committee, will be responsible for staff evaluation.

(3) The Board will view the Executive Director's performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and avoidance of Board prescribed means (Executive Limitations) will be viewed as successful Executive Director performance ("Executive Director Evaluation").

(4) Annually, the Board and the Executive Director will agree on goals with respect to the Ends and Executive Limitations (Means) policies. Accomplishments of the goals will also be viewed as successful Executive Director performance (school improvement plans, etc.).

3.1.3 Delegation to the Executive Director

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

Accordingly,

(1) The Board will operate within the policies instructing the Executive Director to achieve certain results for our families. These policies are stated from the broadest, most general level to more defined levels and are called Ends Policies.

(2) The Board will operate within policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These policies are stated from the broadest, most general level to more defined levels, and they are called Executive Limitations Policies.

(3) The Executive Director is authorized to establish further policies, make decisions, take actions, establish practices and develop activities which adhere to and support the Board's Ends and Executive Limitations Policies.

(4) The Board may change its Ends and Executive Limitations policies at any time; however, changes will not be retroactive.

3.1.4 Monitoring the Executive Director's Performance

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

Accordingly,

(1) Monitoring is simply to determine the degree to which Board policies are being met. Data that do not deal with Board policies will not be considered to be monitoring data.

(2) The Board will acquire monitoring data by one or more of the three methods: a) by internal report, in which the Executive Director discloses compliance information to the Board, b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies and c) by direct Board

inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

(3) In every case, the standard for compliance shall be a mutually agreeable interpretation of the Board policy or Executive Director goal being monitored.

(4) All policies that instruct the Executive Director will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method. The formal evaluation will depend on the following routine schedule.

Motion: Move that the Board updates policy 3.0 monitoring calendar, as submitted

Policy	Method	Frequency
ENDS		
Academic Skills (CSAP)	Internal	Annually (September)
(READ Plan, 504, ALP, IEP)		Annually (June)
(MAP data)		Bi-Annually (June, January)
(Uniform Improvement Plan)		Annually (September)*
Parent Survey	Internal	Annually (May)
EXECUTIVE LIMITATIONS (MEANS)		
Treatment of Parents & Students (Annual Parent Survey,)	Internal	Annually
(Discipline Referrals/Suspension data)		Annually (December)
Treatment of Staff (Staff Surveys)	Internal	Annually (March)
Implementation of the Core Knowledge Sequence	Internal	Annually (June)*
Organizational Health and Viability (Executive Director's Report)	Internal	Monthly
(Staff Attrition and Recruitment)		Annually (August)
(Student Enrollment)		Bi-Annually (January, October)
Financial Planning and Budgeting	Internal	Bi-Annually
Financial Condition and Activities (Budget Committee)	Internal	Quarterly
Emergency Executive Director Succession	Internal	Annually (August)
Asset Protection (Insurance)	Internal	Annually (March)*
Compensation and Benefits	Internal	Annually (May) *
Communication and Support to the Board (Executive Director's Report)	Internal	Monthly
Ends Focus of Grants or Contracts	Internal	Annually (June)*

* These are items that I have added to the Board calendar.

Board Evaluation

To assist with the evaluation of board performance, I have added (or am working on adding) the following items:

- Meeting Deadlines – After approval at the last board meeting, I have added the ability to record our performance in this area. While it is natural for us to not have 100% compliance every month, the closer we can get the better.

- Meeting Metrics – This will help us see how efficient we are being with our meetings. Meeting some of the above deadlines, I believe, will help us shorten our meeting times.
- Committee Goals – I am adding committee goals to each committee page. At this time, I am also considering adding some additional reporting pieces to each goal:
 - Completion date – The ability to mark record when each goal was completed.
 - Current status – The status of the goal (Not Started, In Progress, Completed, Not Completed).
 - Status “narrative” – This could be where steps that have been taken so far can be recorded. Have more fleshing out to do on this.

If you have any ideas or other recommendations to help us in our evaluation process, please let me know.

Executive Director Evaluation

As we look at doing an evaluation process for David, my overall feeling is that we won't have a ton of data to necessarily evaluate David on come November. At the same time, I also see this as an opportunity for us as a board to rethink our two evaluations. I continue to feel that it is important to have both evaluations on the calendar as I would never want to blindside our leader with an evaluation in March saying that his performance is unacceptable and having some of those frank discussions during regular meetings can be challenging.

What I am planning today would be that November's evaluation (or what I will call a checkpoint) might cover just a small subset of what may be covered in the March evaluation. In March, I would anticipate using the full metrics of “organizational performance” that includes the spectrum from academics, staff, students, family interactions, finances, etc... In November, I am leaning towards just using the following from our policy Means to provide feedback.

- Communication and Support to the Board – This is something that we can see early on. If we feel we aren't getting the communication/support at this time, it is good to call it out and clarify expectations at this time of year.

I initially included the three “treatment” policy items (staff/students/parents) but feel like it would be hard for us to evaluate it at this time of the year.

Perhaps in addition to the one item above, we include some general competencies that we review so we can address them early on. Here are a few ideas for that section:

- **Communication** – Exhibits good listening & comprehension • Communicates with peers and supervisors as needed • Selects & uses appropriate communication methods
- **Strategic Thinking** – Develops strategies to achieve project & team goals • Identifies the challenges and opportunities associated with the project/team • Adapts to changing conditions
- **Analytical Skills** – Synthesizes complex or diverse information • Collects & researches data • Uses intuition & experience to compliment data • Identifies data relationships & dependencies • Designs work-flows & procedures
- **Professional Integrity** - Treats people with respect Keeps commitments Works ethically & with sincerity & reliability Upholds organizational values Adheres to policies & procedures

This would give us five different areas to provide feedback to our ED on. Each of the above items would be on a scale of 1-3 with a comment section available for board members to add additional insight into their thinking. Then in March, we would expand it to cover every Means section and evaluate based upon overall organizational health.

Board Training

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

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

Here are the modules to review for October:

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

Other Business

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

Next Meeting

To be determined



Financial Report

Treasurer

August 2021 Report

Presented on September 20th, 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

August 2021

- **Student FTE:** Student count declined from 755 budgeted to 722.0 anticipated at the Oct 1st official count. This represents a drop of 4.4%. 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 33 student de-enrolling from Lincoln, funding is reduced by \$289k.
 - LA will see a net increase in revenue of \$302k for PPR funding.Additional smaller 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 dosely.
- **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.
- **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 (\$136,600), a reduction of \$78,900 in overall margin. Operating Margin is expected to be (\$95,100) 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.
- 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 placed in our capital funding account to cover costs associated with the approved Infrastructure work including impact from the 72nd expansion. 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: (1.0%)

After accounting for refunding from Bond proceeds.

Note: BoD did not establish any distinct financial goals for 2021-22. Finance council will be reporting out our proposed goals at the October 2021 BoD meeting.

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 2020-2021 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, as the school looks forward to future dynamic opportunity in academic leadership, student support, and the Lincoln community.