

# LINCOLN *Academy*



Executive Directors Report  
October 15th, 2024

# LINCOLN ACADEMY MISSION AND VISION

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

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

# TABLE OF CONTENTS

|                                                               |    |
|---------------------------------------------------------------|----|
| LINCOLN ACADEMY MISSION AND VISION _____                      | 2  |
| FAMILY ENGAGEMENT OPPORTUNITIES _____                         | 4  |
| FALL MAP DATA _____                                           | 6  |
| Discussion _____                                              | 6  |
| Math Data _____                                               | 6  |
| ELA Data _____                                                | 7  |
| Conclusion _____                                              | 8  |
| OCTOBER ENROLLMENT UPDATE AND STUDENT DEMOGRAPHICS DATA _____ | 9  |
| General Enrollment _____                                      | 9  |
| Preliminary Student Demographics Data _____                   | 10 |
| 2024 UNIFIED IMPROVEMENT PLAN (UIP) _____                     | 11 |
| MATH NIGHT _____                                              | 12 |
| BOARD CLASSROOM OBSERVATIONS _____                            | 13 |
| WE HAVE INCREDIBLE STAFF! _____                               | 14 |

# FAMILY ENGAGEMENT OPPORTUNITIES

We have had the incredible privilege of partnering with families in many meaningful ways this year. Several wonderful events have brought our community together, and we are especially grateful to our amazing PTO, who has dedicated countless hours to organize two major events over the past three weeks: Grandparent's Day and Fall Fest.

Grandparent's Day was once again a tremendous success, with our gymnasium packed to capacity with grandparents and "grand friends." Our music teachers created a beautiful and creative presentation, which even included some fun and memorable costumes for the administrative team. The PTO truly outdid themselves with incredible decorations, food, and set-up. Many attendees shared how much they enjoyed the event, and we are so thankful for the opportunity to partner with families in this special way.

Just a few weeks later, Fall Fest was another highlight. Despite the quick turnaround, the PTO upheld their high standards, delivering yet another outstanding event. The football field was filled with students and families enjoying time together. Thanks to the dedication of both parent and staff volunteers, all activity tables were well-managed, and the students had a fantastic time. We are still working to find a fun replacement for the dunk tank, but the overall experience was a hit.

Additionally, our incredible 5th/6th grade Student Government (StuGo) team organized a Lincoln Academy Rockies game. While the Rockies may not have won the game, our community enjoyed a great time together. We initially sold close to 100 tickets and had to request more from the Rockies organization due to high demand—a wonderful problem to have!

As I shared with our staff, events like these remind us of why we are all part of Lincoln Academy. Every day, parents, staff, and community members make the choice to be part of something bigger than just a school—something with a lasting impact. These moments reinforce the sense of purpose and remind us that we are here to make a difference, together.



# FALL MAP DATA

## Discussion

With our Fall MAP data, we will be looking at this a little differently because all we can look at is achievement scores since there is no other score to determine growth. Some important terms in this data are defined as follows:

### Definitions:

*ELA:* The abbreviation for English Language Arts. This is the assessment that measures both reading and writing ability.

*Median Percentile:* The middle percentile value when a group of percentiles are ordered from lowest to highest.

*Distribution:* A representation of the range of scores for a group of students, indicating the number and/or percentages of scores within five percentile levels, or quintiles.

*Quintiles:* Five percentile levels based on NWEA normative data: 1st-20th (red), 21st-40th (orange), 41st-60th (yellow), 61st-80th (green), and greater than 80th (blue).

## Math Data

Math Summary: While outperforming the District, our data continues to point out some important growth opportunity areas.

| Math Quintiles Distribution |            |                    |                |                     |             |
|-----------------------------|------------|--------------------|----------------|---------------------|-------------|
|                             | <i>Low</i> | <i>Low Average</i> | <i>Average</i> | <i>High Average</i> | <i>High</i> |
| <i>All Jeffco Students</i>  | 17%        | 17%                | 20%            | 23%                 | 22%         |
| <i>Lincoln Academy</i>      | 11%        | 18%                | 22%            | 26%                 | 22%         |

| Math Achievement (Median Percentile) |            |            |            |            |            |            |            |            |
|--------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|
|                                      | <i>2nd</i> | <i>3rd</i> | <i>4th</i> | <i>5th</i> | <i>6th</i> | <i>7th</i> | <i>8th</i> | <i>Avg</i> |
| <i>Fall 2023-2024</i>                | 64         | 54         | 59         | 55         | 58         | 65         | 66         | 60         |
| <i>Fall 2024-2025</i>                | 59         | 63         | 62         | 51         | 55         | 60         | 65         | 59         |

Interpretation: While it is good that we have few students in the lowest quintile, we would expect with greater time and quality teaching that more students would be in the “High” quintile. We also see, as we predicted, that the current 5<sup>th</sup> graders need significant intervention because we can clearly see that they are behind.

#### Next Steps:

- All of this is just the start. It gives us a point to jump off on and gives us goals to achieve. All of our previous next steps are still in place and are below.
- Provide targeted math professional development for staff who need more support or who have never taught the curriculum before.
- Implement close instructional coaching, with a strong collaboration between Instructional Coaches and the Administrators they report to.
- Focus on sensemaking (Instead of passively receiving information, students actively engage with the content by participating, sharing ideas, defending their answers, and thinking critically) through our ILT, ensuring lesson internalization is driven by clear learning outcomes and success criteria.
- Family Math Night where we showcased available resources and demonstrated the support options for families.
- Adjust the daily schedule to include a "workshop" time for small group instruction, specifically for grades K-4.

## ELA Data

ELA Summary: Lincoln Academy continues to excel in our overall achievement in ELA instruction and we consistently score higher than our counterparts in the District.

| ELA Quintiles Distribution |            |                    |                |                     |             |
|----------------------------|------------|--------------------|----------------|---------------------|-------------|
|                            | <i>Low</i> | <i>Low Average</i> | <i>Average</i> | <i>High Average</i> | <i>High</i> |
| <i>All Jeffco Students</i> | 16%        | 15%                | 19%            | 25%                 | 24%         |
| <i>Lincoln Academy</i>     | 11%        | 14%                | 19%            | 28%                 | 28%         |

| ELA Achievement (Median Percentile) |     |     |     |     |     |     |     |     |     |
|-------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|                                     | 1st | 2nd | 3rd | 4th | 5th | 6th | 7th | 8th | Avg |
| <i>Fall 2023-2024</i>               | 66  | 77  | 71  | 62  | 70  | 63  | 67  | 62  | 67  |
| <i>Fall 2024-2025</i>               | 74  | 57  | 69  | 69  | 63  | 65  | 64  | 66  | 66  |

Interpretation: We continue to demonstrate high performance in ELA with both a low percentage of students in the lowest quintile and then a high amount in the highest quintile. This success is the result of our rigorous curriculum, the dedication of our staff, the high-quality feedback from our coaches and administrators, and the commitment to growth from our entire community.

Next steps:

- We will continue the work that has started with very similar next steps to CMAS and other assessments
- Implement close instructional coaching, with a strong collaboration between Instructional Coaches and the Administrators they report to.
- Focus on sensemaking (Instead of passively receiving information, students actively engage with the content by participating, sharing ideas, defending their answers, and thinking critically) through our ILT, ensuring lesson internalization is driven by clear learning outcomes and success criteria.

## **Conclusion**

This is where we start. This is only the beginning and we are thrilled to see how the interventions above and our dedicated and hardworking staff impact students to greater successes. These steps are how we accomplish our mission and vision.

# OCTOBER ENROLLMENT UPDATE AND STUDENT DEMOGRAPHICS DATA

## General Enrollment

As of October 1, our preliminary student count for grades K-8 is 760, exceeding our April-approved budgeted headcount of 756. While these numbers aren't firm, we are confident that we will exceed our goal of 756 thanks to the continued effort of our enrollment team. The PreK program has also met their enrollment goals of 64 students.

| Preliminary October One-Day Count and Prior Year History |                        |    |           |    |           |    |
|----------------------------------------------------------|------------------------|----|-----------|----|-----------|----|
| Class Sizes                                              | 2024-2025 (unofficial) |    | 2023-2024 |    | 2022-2023 |    |
|                                                          | PreK                   | 64 | PreK      | 45 | PreK      | 63 |
|                                                          | K                      | 83 | K         | 90 | K         | 86 |
|                                                          | 1                      | 91 | 1         | 90 | 1         | 89 |
|                                                          | 2                      | 87 | 2         | 87 | 2         | 78 |
|                                                          | 3                      | 83 | 3         | 87 | 3         | 86 |
|                                                          | 4                      | 87 | 4         | 87 | 4         | 86 |
|                                                          | 5                      | 87 | 5         | 89 | 5         | 84 |
|                                                          | 6                      | 86 | 6         | 88 | 6         | 84 |
|                                                          | 7                      | 79 | 7         | 75 | 7         | 79 |
|                                                          | 8                      | 77 | 8         | 79 | 8         | 74 |
| Total Number of Students K-8                             | 760                    |    | 772       |    | 746       |    |
| Total Number of Students PK-8                            | 824                    |    | 817       |    | 809       |    |

## General Enrollment Information:

- Official Enrollment One-Day Count: October 1
  - Enrollment window: 11-day period between Tuesday, September 24 and Tuesday, October 8. If a student is absent on October 1, the surrounding days are used as a basis for counting a student.
  - In-district transfers are frozen during the Enrollment Window.
- Students must be registered, scheduled, and present to be counted.
- Extenuating circumstances require substantial documentation (e.g. severe illness).

- CDE reviews school calendars, bell schedules, and attendance for accuracy to determine appropriate funding.

## Preliminary Student Demographics Data

This is all preliminary due to the data from the October count window still being collected and will finalize at some point in the very near future. We will not have any data for free and reduced lunch until later in the year.

| Preliminary Student Demographic Data and Prior Year History |                           |        |                |        |                |        |                |        |                |        |
|-------------------------------------------------------------|---------------------------|--------|----------------|--------|----------------|--------|----------------|--------|----------------|--------|
|                                                             | 2024-2025<br>(unofficial) |        | 2023-2024      |        | 2022-2023      |        | 2021-2022      |        | 2020-2021      |        |
|                                                             | Total<br>Count            | %      | Total<br>Count | %      | Total<br>Count | %      | Total<br>Count | %      | Total<br>Count | %      |
| ALP                                                         | 92                        | 12.11% | 86             | 11.14% | 95             | 12.73% | 60             | 8.34%  | 52             | 7.16%  |
| IEP (Dec. Count)                                            | 46                        | 6.05%  | 52             | 6.74%  | 44             | 5.90%  | 51             | 7.09%  | 50             | 6.88%  |
| 504                                                         | 38                        | 5.00%  | 28             | 3.63%  | 27             | 3.62%  | 17             | 2.36%  | 21             | 2.90%  |
| ELL                                                         | 42                        | 5.53%  | 41             | 5.31%  | 36             | 4.83%  | 37             | 5.15%  | 35             | 4.82%  |
| Free and Reduced                                            | TBD                       | TBD    | 252            | 32.64% | 192            | 25.74% | 169            | 23.50% | 178            | 24.52% |
| Total Number of<br>Students K-8                             | 760                       |        | 772            |        | 746            |        | 719            |        | 726            |        |
| Total Number of<br>Students PK-8                            | 824                       |        | 817            |        | 809            |        | 779            |        | 773            |        |
|                                                             |                           |        |                |        |                |        |                |        |                |        |
| Hispanic                                                    | 137                       | 16.63% | 112            | 13.71% | 110            | 13.60% | 113            | 14.50% | 103            | 14.19% |
| Native American                                             | 14                        | 1.70%  | 10             | 1.22%  | 1              | 0.12%  | 0              | 0%     | 0              | 0.00%  |
| Asian                                                       | 48                        | 5.83%  | 42             | 5.14%  | 16             | 1.98%  | 20             | 2.57%  | 20             | 2.75%  |
| Black or African<br>American                                | 29                        | 3.52%  | 27             | 3.30%  | 6              | 0.74%  | 7              | 0.90%  | 5              | 0.69%  |
| Native Hawaiian or<br>Pacific Islander                      | 5                         | 0.61%  | 3              | 0.37%  | 0              | 0%     | 0              | 0%     | 0              | 0.00%  |
| White                                                       | 785                       | 95.27% | 784            | 95.96% | 637            | 78.74% | 601            | 77.15% | 568            | 78.23% |
| Two or More<br>Races                                        | 49                        | 5.95%  | 39             | 4.77%  | 39             | 4.82%  | 32             | 4.11%  | 28             | 3.90%  |

# 2024 UNIFIED IMPROVEMENT PLAN (UIP)

Each year, schools across Colorado are required to submit a Unified Improvement Plan (UIP), which outlines the most important and impactful actions the school will take to address any areas of concern from the previous year. The UIP is primarily based on data from CMAS, MAP, and DIBELS assessments, but it also includes school discipline data, school culture and climate information, and any other measurable areas of growth or areas needing improvement.

The purpose of the UIP is to provide school leadership with a structured framework for setting clear, measurable goals for the year. Just as we expect teachers to define learning outcomes and success criteria for their lessons, the UIP outlines the school's goals and the pathway to achieving them. This process involves:

- Identifying performance priorities
- Analyzing root causes behind trends
- Developing major improvement strategies to address these priorities

Schools are expected to thoroughly analyze the previous year's data to create clear next steps for improvement.

At Lincoln Academy, our administrative team has been preparing for the UIP since the end of last school year. We've focused on understanding what was successful and what wasn't, which has made this year's UIP process more organized than in the past. Our **\*\*Major Improvement Strategies\*\*** were selected based on a combination of school data, feedback from staff and the community, and observations from daily school operations. Each goal is directly aligned with our school's mission and vision.

Additionally, the School Accountability Committee (SAC) provided valuable feedback on the draft UIP during their October meeting.

The UIP has been submitted to the district for review, and we will continue to monitor our progress toward achieving these goals throughout the year.

# MATH NIGHT

On September 26th, Lincoln Academy hosted Math Night, with the goal of providing families a deeper understanding of the resources available through our math program, Reveal Math. The event began with a presentation from the administration, outlining the history behind our transition to Reveal Math, the expectations for student work within the program, and some promising early data showing student progress.

We also took the opportunity to highlight our fantastic support personnel, including our DSS team, who play a critical role in ensuring student success.

Following the overview, parents were invited to engage directly with teachers. Teachers had set up stations showcasing workbooks, manipulatives, instructional aides, and additional resources that the students use in their day-to-day learning. Parents were encouraged to interact with these tools to better understand how they are used to support student learning.

Although turnout was smaller than anticipated, this actually facilitated more personalized and meaningful conversations between parents and teachers. Parents were able to ask questions and delve into how the curriculum is structured to meet individual student needs. It was inspiring to hear our teachers passionately explain the trajectory of their teaching and how all the pieces of Reveal Math curriculum work together to support student growth.

The night was a resounding success. The focused discussions helped build stronger connections between families and teachers, and we are confident that the insights shared will have a lasting impact on our students' academic journey.

[Math Night Presentation](#)

# BOARD CLASSROOM OBSERVATIONS

The administration and teachers of Lincoln Academy would like to cordially invite you to visit our classrooms on Friday, October 25th. This is also our next scheduled Buddy Day, a special event where students from different classrooms are paired together to work on a project or activity. Buddy Day runs from 8:00 to 8:45 a.m.

Afterward, students will return to their regular classrooms for continued learning, and we invite you to stay for classroom observations throughout the remainder of the day. This will be a wonderful opportunity to see the incredible work our staff and students are doing and how well they collaborate.

If it would be helpful, I would be happy to assist in developing a schedule for your visits. We look forward to seeing you there!

# WE HAVE INCREDIBLE STAFF!

As move through the year, we continue to be thankful for the effort of many who have stepped up in incredible ways. We would like to celebrate several people who have gone well above and beyond in everything that they have been asked to do, and I want to take a moment and thank them.

Jessie Newsom and Jenna McMains, our outstanding music teachers, have delivered several exceptional programs recently. They consistently uphold the highest standards for their students' performances while providing the tools and support each student needs to succeed. Their work on the Grandparents Day performance was especially impressive—despite having only about a month to prepare, they created something truly memorable. Jessie and Jenna are invaluable members of our team and community, helping us all achieve greater success.

Ellie Gothard, our In-House Substitute, has embraced her unique and ever-changing role with professionalism and dedication. As a degreed teacher, she brings the same level of commitment and expertise as any other educator, even without having her own classroom or office. Ellie has been a valuable and reliable support to our team, providing teachers with a qualified and capable substitute when needed. We are truly grateful to have her on our team.

Jen DeArment, our 4th-8th grade Learning Specialist, has been an incredible addition to our team at Lincoln Academy. Despite the challenge of navigating multiple buildings and offices, she has quickly adapted and excelled in her role. As a current Lincoln parent, Jen was drawn to our school for its high standards and strong reputation, and she has already become an invaluable part of our team in upholding those standards. Her deep expertise has made her a tremendous support to our students, staff, and parents. We are truly a better school with Jen on board.

# Executive Committee Report October 2024

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*The executive committee is responsible for providing guidance, oversight, and, when appropriate, specialized expertise to the head(s) of school. The committee will determine the monthly agenda and support the head(s) of school on topics to present monthly per board policy. The executive committee is responsible for reporting to the board any concerning themes or information that pertains to governance of the school; these include but are not limited to legal, curriculum, and operational changes or concerns.*

Executive committee meetings will typically occur every month two weeks prior to the regular Board of Directors meeting, except for July, when typically, no meetings occur for summer break.

**Committee Members in attendance:** Micah Gilbreath (Board President), Katie Lehr (Board Vice President), Paul Hurst (Principal) and Lori Woods (Operations)

## 1. Agenda Meeting

Discussed October deliverables per board policy to be presented by Mr. Hurst and Ms. Woods in their October reports to the board. These include:

- a) Policy 2.1.5(2)– Preliminary one day student count
- b) Policy 2.1.1 – Parent Interactions (treatment of parents) policy review
  - a. Coffee with the Principal
  - b. Traffic/Sidewalk interactions
  - c. Parent Academy and other family nights
- c) Policy 2.1.4 – Map Fall Data
- d) Policy 2.1.2 – Student Demographic Data

## 2. Charter Renewal Application status update

- a. Requested this topic to be a part of November's BoD meeting and copies to be provided to the BoD prior to the regular meeting
- b. Important dates November 6<sup>th</sup> and 14<sup>th</sup> for Jefferson County School Board
- c. Lori Woods will provide an update on how charters are going to support each other in this process through a letter

## 3. Mentorship Update

- a. Pam has begun working with Paul.
- b. Katie and Micah to meet with Pam to discuss timeline for first report to BoD

## 4. Discussion of dates for Executive Committee BoD members to attend staff meetings in November

## 5. Discussion of BoD classroom visits. Paul will communicate date and time with board via email.

## 6. Board communication in the loop, staff shoutout

## 7. Governance (see appended report) addition through executive report to add this requirement to BoD meetings in the absence of a governance committee

- a. Motion to revise Board policy to reflect the current math curriculum (Reveal) from previous (Saxon)

## 8. Other

- a. AI/Tech Security for November (maybe Emily Kil to present to BoD)

**Proposed Motions:** Motion xx-xx-xx: Motion to update the Lincoln Academy board policy 2.1.4 Implementation of the Education Program item (1) for the math curriculum from (Saxon Math) to (Reveal Math).

# Governance Review October 2024

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## 2.1.1 Treatment of Parents

With respect to interactions with parents, the Executive Director shall not cause or allow conditions, procedures or decisions that are undignified, disrespectful, and unnecessarily intrusive or that fail to provide appropriate confidentiality, privacy or information.

Accordingly, the Executive Director shall not:

- (1) Fail to inform and educate parents and prospective parents about the school policies and procedures.
- (2) Fail to establish with parents what may be expected and what may not be expected from the programs offered.
- (3) Fail to implement a means of informing parents of their students' levels of proficiency, progress and expectations with respect to District Standards.
- (4) Elicit information for which there is no reasonable need.
- (5) Use methods of collecting, reviewing, transmitting or storing student/personnel information that fails to protect against confidentiality and improper access to the material elicited.
- (6) Discriminate against or fail to constructively respond to any parents.
- (7) Fail to operate within the guidelines of the Grievance Procedure as stated in the Parent/Student Handbook.
- (8) Fail to post the proposed school calendar or any proposed calendar change for student contact days at least 30 days prior to approval.

## 2.1.4 Implementation of the Education Program

With respect to the education program of the school, the Executive Director shall not cause or allow deviation from the Board's Ends Policies.

Accordingly, the Executive Director shall not:

1. (1) Deviate from the established curriculum implementing the Core Knowledge Sequence®, the synthetic, systematic phonics program (Open Court) and the incremental math program (Saxon Math).
2. (2) Allow staff to address the Ends Policies in ways that deviate materially from school policies and procedures.
3. (3) Allow the purchasing or utilization of materials that are not aligned with the Ends Policies and the school policies and procedures.
4. (4) Fail to hold staff accountable for assessing, tracking and regularly reporting to parents, the individual capabilities of students and their progress on the school's benchmarks in accordance with the Academic

Skills Ends Policy.

5. (5) Fail to facilitate teacher conferences with individual students on a consistent basis.
6. (6) Fail to ensure academic skill acquisition and passion for learning.
7. (7) Fail to ensure staffings on appropriate students.

8. (8) Fail to ensure quality work from students and staff.
9. (9) Fail to inform and seek approval from the Board for substantive instructional changes.

### **2.1.5 Organizational Health and Viability**

With respect to the organizational health and viability of the school, the Executive Director shall not cause or allow conditions that will jeopardize the existence or renewal of the charter with the School District.

Accordingly, the Executive Director shall not:

- (1) Allow excessive student and staff attrition.
- (2) Fail to implement responsible efforts for staff and student recruitment.

**Proposed Motions:** See Executive Committee Report

# School Accountability Committee Report – October 2024

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School Accountability Committee meetings will typically occur on the first Tuesday of every month.

Next meeting Tuesday, November 5th at 6:30 PM (virtual only). Teams meeting: <https://tinyurl.com/bdhvzj67>

Contact Rob McCready [robmccready@lincolnacadey.net](mailto:robmccready@lincolnacadey.net) if you would like to join.

## Attendance:

- Parents: Ami Paulsen, Ashley Reynolds, Carrie Matter, Lori Pantano
- PTO: Maudra Pacheco Dickerson
- Faculty:
- Administration: Heather Frick
- Board Members: Rob McCready

## Discussion Items

- 1) Short recap of Mr. Hurst's CMAS presentation
- 2) CMAS participation brainstorming
  - Source of participation rate: Driven by student or parents?
  - What is the best mode of communication for 7/8 grade parents specifically?
  - Are we allowed to put a question on the family survey about CMAS participation (e.g. Are you aware of how important CMAS is for your student and the school?) Could we ask what would prevent them from taking CMAS?
  - Can PTO social media play a role helping communication?
  - Admin / Teacher video on how useful the CMAS data is
  - CMAS class parties after as a reward (not based on participation or scores) to hype kids up about CMAS coming
- 3) 2024 Draft Unified Improvement Plan (UIP)

## Major Improvement Strategies (MIS) goals:

- 1) Student and Staff Culture
  - a. Teacher proficiency with LA "non-negotiables"
  - b. MTSS support for tier 2 and 3 students leading to "reduction in disciplinary referrals to 20 per month from this group of students"
  - c. 25% increase in our volunteer hours and PTO involvement as compared with last year.
- 2) Integration of sensemaking into our classrooms
  - a. Staff categories into tier 1, 2, and 3 based on the amount of support needed to reach the defined skill level of sensemaking instruction
  - b. Growth measured by:
    - i. Teacher rubric evaluations
    - ii. Spring MAP: Math Median Growth Percentile greater than 60% across all tested grade levels.
    - iii. Sprint MAP: ELA Median Growth Percentile greater than 65% across all tested great levels.
- 3) Student Behavior Support
  - a. Create consistent expectations and enforcement of behavioral corrections
  - b. By year end, all staff will consistently implement our Five Steps Approach to address student behavioral concerns.

- c. The administrative team will receive fewer than 20 disciplinary office referrals per month.
- d. 85% of staff surveys will indicate agreement that student behavior has improved due to the Lincoln Academy Behavior Support System.

## Proposed Motions

None

# Finance Committee Report

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

## Executive Summary

- 2024-2025 Financials Update
- Charter Renewal
- Other

## 2024-2025 Financial Review

- Anticipating a savings in the payroll, once specific salaries are updated

## Charter Renewal

- Financial Performance Framework
- 5-year Operating Plan

## Other

- We would like to propose a working session prior to the next board meeting. Proposed Topics:
  - School Finance 101
  - District provided services, fees, and possible 2025-2026 changes

## Proposed Motions

- None

Contact Travis Harrison if you would like to join this committee: [TravisHarrison@lincolnacademy.net](mailto:TravisHarrison@lincolnacademy.net)



| Account       |                                | Prior Year    |                   | Current Year |                   | Current Year  | Current Year  |              | Prior YTD Totals | Current YTD Totals | Variance - CY Total minus PY Total |
|---------------|--------------------------------|---------------|-------------------|--------------|-------------------|---------------|---------------|--------------|------------------|--------------------|------------------------------------|
| Number        | Description                    | Total         | Estimated Revenue | Budget       | Operational Funds | Capital Funds | Total         | Variance     |                  |                    |                                    |
|               | Prior Year Carryforward        | 6,087,962.00  |                   |              | 2,686,600.43      | 2,508,182.67  | 5,194,783.10  |              |                  |                    |                                    |
| 401000        | Commissions/Profits            | 1,437.37      | 8,663.00          | 0.00         | -                 | -             | -             | 8,663.00     | 0%               | -                  | -                                  |
| 401400        | Ticket Sales                   | 1,285.75      | 1,668.00          | 0.00         | -                 | -             | -             | 1,668.00     | 0%               | -                  | -                                  |
| 408000        | Resale                         | 22,203.55     | 20,000.00         | 0.00         | 15,519.11         | -             | 15,519.11     | 4,480.89     | 78%              | 16,169.62          | 15,519.11 (650.51)                 |
| 409000        | Sales-Fund Raising             | 6,839.62      | 12,846.00         | 0.00         | 703.01            | -             | 703.01        | 12,142.99    | 5%               | 2,760.15           | 703.01 (2,057.14)                  |
| 411000        | Prop Tax-Mill Levy Override    | 1,592,244.28  | 1,535,394.00      | 0.00         | 795,404.64        | -             | 795,404.64    | 739,989.36   | 52%              | 797,398.80         | 795,404.64 (1,994.16)              |
| 415000        | Earnings On Investments        | 108,863.52    | 11,330.00         | 0.00         | -                 | 3,049.21      | 3,049.21      | 8,280.79     | 27%              | 40,679.89          | 3,049.21 (37,630.68)               |
| 419000        | Other Revenue                  | 240.88        | 1,137.00          | 0.00         | -                 | -             | -             | 1,137.00     | 0%               | -                  | -                                  |
| 433000        | State Revenue - CapConstruct   | 295,568.86    | 494,366.00        | 0.00         | -                 | 75,223.02     | 75,223.02     | 419,142.98   | 15%              | 150,472.64         | 75,223.02 (75,249.62)              |
| 433000        | State Revenue - UPK Payments   | -             | -                 | 0.00         | -                 | -             | -             | -            | -                | -                  | -                                  |
| 433500        | State Mill Levy Override Match | 10,051.44     | -                 | 0.00         | -                 | -             | -             | -            | n/a              | -                  | -                                  |
| 433800        | Universal Preschool Funding    | 200,291.93    | -                 | 0.00         | 59,356.00         | -             | 59,356.00     | (59,356.00)  | n/a              | 59,356.00          | 59,356.00                          |
| 434000        | Exceptional Children Revenue   | 90,354.00     | 82,250.00         | 0.00         | -                 | -             | -             | 82,250.00    | 0%               | 90,354.00          | - (90,354.00)                      |
| 438000        | State ELPA Revenue             | 5,527.52      | -                 | 0.00         | -                 | -             | -             | -            | n/a              | -                  | -                                  |
| 450000        | Transfers PPR                  | 7,973,524.80  | 8,202,600.00      | 0.00         | 4,173,199.38      | -             | 4,173,199.38  | 4,029,400.62 | 51%              | 4,084,077.36       | 4,173,199.38 89,122.02             |
| 450000        | Transfers Bond                 | 402,388.27    | -                 | 0.00         | -                 | -             | -             | -            | -                | -                  | -                                  |
| 451000        | Fees/Dues                      | 86,757.36     | 82,817.00         | 0.00         | 65,020.04         | -             | 65,020.04     | 17,796.96    | 79%              | 70,165.23          | 65,020.04 (5,145.19)               |
| 455000        | Tuition from Individuals       | 188,669.47    | 112,000.00        | 0.00         | 98,207.14         | -             | 98,207.14     | 13,792.86    | 88%              | 59,069.34          | 98,207.14 39,137.80                |
| 461000        | Building Rental                | 3,860.00      | 15,796.00         | 0.00         | 355.00            | -             | 355.00        | 15,441.00    | 2%               | -                  | 355.00                             |
| 474000        | Transportation - Field Trips   | 45,072.70     | 49,968.00         | 0.00         | 19,319.10         | -             | 19,319.10     | 30,648.90    | 39%              | 32,087.55          | 19,319.10 (12,768.45)              |
| 482000        | Activity Revenue               | 18,515.00     | 21,711.00         | 0.00         | 5,505.00          | -             | 5,505.00      | 16,206.00    | 25%              | 6,240.00           | 5,505.00 (735.00)                  |
| 498000        | Donations                      | 63,194.49     | 5,000.00          | 0.00         | 446.53            | -             | 446.53        | 4,553.47     | 9%               | 18,169.49          | 446.53 (17,722.96)                 |
| 499000        | Miscellaneous Revenue          | -             | 600.00            | 0.00         | -                 | -             | -             | 600.00       | 0%               | -                  | -                                  |
| 950500        | Mandatory Transfers            | (402,388.27)  | -                 | 0.00         | -                 | -             | -             | -            | n/a              | (97,314.96)        | - 97,314.96                        |
|               | Revenues                       | 10,714,502.54 | 10,658,146.00     | -            | 5,233,034.95      | 78,272.23     | 5,311,307.18  | 5,346,838.82 | 50%              | 5,270,329.11       | 5,311,307.18 40,978.07             |
|               | Available                      | 16,802,464.54 | 10,658,146.00     |              | 7,919,635.38      | 2,586,454.90  | 10,506,090.28 | 5,346,838.82 | 99%              |                    | -                                  |
| 511700-513100 | Administration                 | 386,723.00    |                   | 376,722.00   | 87,540.77         | -             | 87,540.77     | 289,181.23   | 23%              | 123,073.64         | 87,540.77 (35,532.87)              |
| 521100        | Teacher                        | 3,218,429.68  |                   | 3,430,948.00 | 800,671.07        | -             | 800,671.07    | 2,630,276.93 | 23%              | 1,039,224.57       | 800,671.07 (238,553.50)            |
| 521900-599830 | Other                          | 1,907,198.00  |                   | 2,273,602.00 | 418,465.07        | -             | 418,465.07    | 1,855,136.93 | 18%              | 502,193.31         | 418,465.07 (83,728.24)             |
|               | Salaries                       | 5,512,350.68  |                   | 6,081,272.00 | 1,306,676.91      | -             | 1,306,676.91  | 4,774,595.09 | 21%              | 1,664,491.52       | 1,306,676.91 (357,814.61)          |
| 699000        | Employee Benefits              | 1,516,938.07  |                   | 1,803,135.00 | 371,735.66        | -             | 371,735.66    | 1,431,399.34 | 21%              | 479,148.82         | 371,735.66 (107,413.16)            |
|               | Benefits                       | 1,516,938.07  |                   | 1,803,135.00 | 371,735.66        | -             | 371,735.66    | 1,431,399.34 | 21%              | 479,148.82         | 371,735.66 (107,413.16)            |
|               | Total Salaries and Benefits    | 7,029,288.75  |                   | 7,884,407.00 | 1,678,412.57      | -             | 1,678,412.57  | 6,205,994.43 | 21%              |                    | -                                  |
| 701000        | Mileage And Travel             | 825.30        |                   | 2,000.00     | -                 | -             | -             | 2,000.00     | 0%               | 220.08             | - (220.08)                         |
| 702000        | Employee Training & Conf       | 2,719.02      |                   | 18,350.00    | 1,085.00          | -             | 1,085.00      | 17,265.00    | 6%               | -                  | 1,085.00 1,085.00                  |
| 703000        | Awards And Banquets            | -             |                   | 0.00         | -                 | -             | -             | -            | n/a              | -                  | -                                  |
| 708000        | Background Verifications       | 2,349.93      |                   | 3,250.00     | 1,084.64          | -             | 1,084.64      | 2,165.36     | 33%              | 1,034.80           | 1,084.64 49.84                     |
| 710000        | Meals/Refreshments             | 4,237.66      |                   | 7,805.00     | 1,540.52          | -             | 1,540.52      | 6,264.48     | 20%              | 1,153.53           | 1,540.52 386.99                    |
| 713000        | Student Transportation         | 6,580.50      |                   | 10,498.00    | 125.25            | -             | 125.25        | 10,372.75    | 1%               | -                  | 125.25 125.25                      |
| 715000        | Student Admission/Entry Fees   | 41,515.44     |                   | 51,000.00    | 2,833.00          | -             | 2,833.00      | 48,167.00    | 6%               | 27,268.00          | 2,833.00 (24,435.00)               |
| 721000        | Legal Fees                     | 2,282.50      |                   | 18,000.00    | 785.00            | -             | 785.00        | 17,215.00    | 4%               | 532.50             | 785.00 252.50                      |
| 723000        | Printing                       | -             |                   | 1,100.00     | -                 | -             | -             | 1,100.00     | 0%               | -                  | -                                  |
| 731000        | Contracted Services            | 163,784.36    |                   | 209,000.00   | 46,769.73         | -             | 46,769.73     | 162,230.27   | 22%              | 46,227.96          | 46,769.73 541.77                   |
| 735000        | Bank Fees & Other Expense      | 5,226.64      |                   | 2,000.00     | -                 | 130.48        | 130.48        | 1,869.52     | 7%               | 1,961.77           | 130.48 (1,831.29)                  |
| 741000        | Refuse & Dump Fees             | -             |                   | 0.00         | -                 | -             | -             | -            | n/a              | -                  | -                                  |
| 743000        | Equipment Rental               | 560.29        |                   | 5,500.00     | 740.00            | -             | 740.00        | 4,760.00     | 13%              | 404.99             | 740.00 335.01                      |
| 745000        | Contract Maint/Eq Repair       | 4,881.40      |                   | 12,100.00    | 32.79             | -             | 32.79         | 12,067.21    | 0%               | 104.10             | 32.79 (71.31)                      |
| 745500        | Technology Services            | 63,350.30     |                   | 85,000.00    | 16,383.74         | -             | 16,383.74     | 68,616.26    | 19%              | 21,344.99          | 16,383.74 (4,961.25)               |
| 746000        | Const Maint/Repair-Bldg        | 243,784.06    |                   | 95,000.00    | 39,740.00         | -             | 39,740.00     | 55,260.00    | 42%              | 104,944.64         | 39,740.00 (65,204.64)              |
| 747000        | Software Purch/Lease           | -             |                   | 0.00         | -                 | -             | -             | -            | n/a              | -                  | -                                  |
| 752000        | Marketing - Advertising        | 3,828.32      |                   | 3,000.00     | -                 | -             | -             | 3,000.00     | 0%               | 1,006.69           | - (1,006.69)                       |
| 761000        | Natural Gas                    | 17,967.29     |                   | 40,000.00    | 1,766.05          | -             | 1,766.05      | 38,233.95    | 4%               | 2,744.63           | 1,766.05 (978.58)                  |
| 763000        | Data Communication Lines       | -             |                   | 0.00         | -                 | -             | -             | -            | n/a              | -                  | -                                  |
| 764000        | Electricity                    | 72,858.25     |                   | 85,000.00    | 23,395.57         | -             | 23,395.57     | 61,604.43    | 28%              | 25,207.42          | 23,395.57 (1,811.85)               |
| 765000        | Voice Communication Line       | 14,545.64     |                   | 30,000.00    | 3,960.99          | -             | 3,960.99      | 26,039.01    | 13%              | 4,795.94           | 3,960.99 (834.95)                  |
| 766000        | Water & Sanitation             | 17,356.94     |                   | 22,000.00    | 2,951.67          | -             | 2,951.67      | 19,048.33    | 13%              | 4,810.65           | 2,951.67 (1,858.98)                |
| 768000        | Postage                        | 565.77        |                   | 600.00       | 146.00            | -             | 146.00        | 454.00       | 24%              | 324.37             | 146.00 (178.37)                    |
| 769000        | Permits/Licenses/Fees          | 13,310.37     |                   | 22,000.00    | 2,544.30          | -             | 2,544.30      | 19,455.70    | 12%              | 6,081.17           | 2,544.30 (3,536.87)                |
| 770000        | Risk Management Charges        | 103,813.36    |                   | 130,000.00   | 46,440.76         | -             | 46,440.76     | 83,559.24    | 36%              | 45,028.50          | 46,440.76 1,412.26                 |
| 770800        | Unemployment Comp Insur        | 8,937.45      |                   | 18,244.00    | -                 | -             | -             | 18,244.00    | 0%               | 457.32             | - (457.32)                         |
| 781000        | Lease Purch-Other-Principal    | 145,000.00    |                   | 150,000.00   | -                 | -             | -             | 150,000.00   | 0%               | -                  | -                                  |
| 781500        | Lease Purch-Other-Interest     | 315,630.70    |                   | 312,100.00   | -                 | -             | -             | 312,100.00   | 0%               | 157,815.35         | - (157,815.35)                     |
| 950000        | Transfers                      | 921,176.28    |                   | 913,892.00   | 463,283.52        | -             | 463,283.52    | 450,608.48   | 51%              | 460,588.14         | 463,283.52 2,695.38                |
|               | Purchased Services             | 2,177,087.77  |                   | 2,247,439.00 | 655,608.53        | 130.48        | 655,739.01    | 1,591,699.99 | 29%              | 914,057.54         | 655,739.01 (258,318.53)            |

[illegible]

## Financial Performance Framework\*

### 1. Near-Term Measures

|                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Measure 1a</b><br><b>Current Ratio: Current Assets divided by Current Liabilities*</b>                                                                                                                                                                                                                                                                                                         |
| <b>Meets Standard:</b><br><input checked="" type="checkbox"/> Current Ratio is greater than or equal to 1.1<br>or<br><input type="checkbox"/> Current Ratio is between 1.0 and 1.1 and one-year trend is positive (current year ratio is higher than last year's)<br><i>Note: For schools in their first or second year of operation, the current ratio must be greater than or equal to 1.1.</i> |
| <b>Does Not Meet Standard:</b><br><input type="checkbox"/> Current Ratio is between 0.9 and 1.0 or equals 1.0<br>or<br><input type="checkbox"/> Current Ratio is between 1.0 and 1.1 and one-year trend is negative                                                                                                                                                                               |
| <b>Falls Far Below Standard:</b><br><input type="checkbox"/> Current ratio is less than or equal to 0.9                                                                                                                                                                                                                                                                                           |
| <b>Measure 1b</b><br><b>Unrestricted Days Cash: Unrestricted Cash divided by ([Total Expenses minus Depreciation Expense] / 365)</b>                                                                                                                                                                                                                                                              |
| <b>Meets Standard:</b><br><input checked="" type="checkbox"/> 60 Days Cash<br>or<br><input type="checkbox"/> Between 30 and 60 Days Cash and one-year trend is positive<br><i>Note: Schools in their first or second year of operation must have a minimum of 30 Days Cash.</i>                                                                                                                   |
| <b>Does Not Meet Standard:</b><br><input type="checkbox"/> Days Cash is between 15-30 days<br>or<br><input type="checkbox"/> Days Cash is between 30-60 days and one-year trend is negative                                                                                                                                                                                                       |
| <b>Falls Far Below Standard:</b><br><input type="checkbox"/> Fewer than 15 Days Cash                                                                                                                                                                                                                                                                                                              |
| <b>Measure 1c</b><br><b>Enrollment Variance: Actual Enrollment divided by Enrollment Projection in Charter School Board-Approved Budget</b>                                                                                                                                                                                                                                                       |
| <b>Meets Standard:</b><br><input checked="" type="checkbox"/> Enrollment Variance equals or exceeds 95 percent in the most recent year                                                                                                                                                                                                                                                            |
| <b>Does Not Meet Standard:</b><br><input type="checkbox"/> Enrollment Variance is between 85-95 percent in the most recent year                                                                                                                                                                                                                                                                   |
| <b>Falls Far Below Standard:</b><br><input type="checkbox"/> Enrollment Variance is less than 85 percent in the most recent year                                                                                                                                                                                                                                                                  |

\*The current ratio analysis may be assessed on the school's Balance Sheet for Governmental Funds, which typically excludes the changes in proportionate share of unfunded pension liabilities



|                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Measure 1d</b><br><b>Default</b>                                                                                                                            |
| <b>Meets Standard:</b><br><input checked="" type="checkbox"/> School is not in default of loan covenant(s) and/or is not delinquent with debt service payments |
| <b>Does Not Meet Standard:</b><br><input type="checkbox"/> Not applicable                                                                                      |
| <b>Falls Far Below Standard:</b><br><input type="checkbox"/> School is in default of loan covenant(s) and/or is delinquent with debt service payments          |

## 2. Sustainability Measures

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Measure 2a</b><br><b>Total Margin: Net Income divided by Total Revenue</b><br><b>Aggregated Total Margin: Total Three-Year Net Income divided by Total Three-Year Revenues</b>                                                                                                                                                                                                                                                                                            |
| <b>Meets Standard:</b><br><input type="checkbox"/> Aggregated Three-Year Total Margin is positive and the most recent year Total Margin is positive<br>or<br><input type="checkbox"/> Aggregated Three-Year Total Margin is greater than -1.5 percent, the trend is positive for the last two years, and the most recent year Total Margin is positive<br><i>Note: For schools in their first or second year of operation, the cumulative Total Margin must be positive.</i> |
| <b>Does Not Meet Standard:</b><br><input checked="" type="checkbox"/> Aggregated Three-Year Total Margin is greater than -1.5 percent, but trend does not "Meet Standard"                                                                                                                                                                                                                                                                                                    |
| <b>Falls Far Below Standard:</b><br><input type="checkbox"/> Aggregated Three-Year Total Margin is less than or equal to -1.5 percent<br>or<br><input type="checkbox"/> The most recent year Total Margin is less than -10 percent                                                                                                                                                                                                                                           |
| <b>Measure 2b</b><br><b>Debt to Asset Ratio: Total Liabilities divided by Total Assets</b>                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Meets Standard:</b><br><input checked="" type="checkbox"/> Debt to Asset Ratio is less than 0.9                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Does Not Meet Standard:</b><br><input type="checkbox"/> Debt to Asset Ratio is between 0.9 and 1.0                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Falls Far Below Standard:</b><br><input type="checkbox"/> Debt to Asset Ratio is greater than 1.0                                                                                                                                                                                                                                                                                                                                                                         |



#### Measure 2c

##### Cash Flow:

Multi-Year Cash Flow = Year 3 Total Cash – Year 1 Total Cash

One-Year Cash Flow = Year 2 Total Cash – Year 1 Total Cash

##### Meets Standard:

- ☐ Multi-Year Cumulative Cash Flow is positive and Cash Flow is positive each year  
or  
☒ Multi-Year Cumulative Cash Flow is positive, Cash Flow is positive in one of two years, and Cash Flow in the most recent year is positive

*Note: Schools in their first or second year of operation must have positive Cash Flow.*

##### Does Not Meet Standard:

- ☐ Multi-Year Cumulative Cash Flow is positive, but trend does not “Meet Standard”

##### Falls Far Below Standard:

- ☐ Multi-Year Cumulative Cash Flow is negative

#### Measure 2d

Debt Service Coverage Ratio: (Net Income + Depreciation + Interest Expense) / (Annual Principal, Interest, and Lease Payments)

##### Meets Standard:

- ☐ Debt Service Coverage Ratio is equal to or exceeds 1.1

##### Does Not Meet Standard:

- ☒ Debt Service Coverage Ratio is less than 1.1

##### Falls Far Below Standard:

- ☐ Not Applicable

### 3. TABOR Reserve Fund

#### Measure 3

School has a reserve fund that complies with the Colorado Constitutional TABOR requirement

Yes, the school has an unrestricted fund balance of \$4,226,266.

Completed By: Sherrie LaChance, Interim Senior  
Accounting Manager

| Lincoln Academy - 5 Year Budget Projections |                                        | 2024-2025<br>Budget     | 2025-2026<br>Estimate   | 2026-2027<br>Estimate   | 2027-2028<br>Estimate   | 2028-2029<br>Estimate   | 2029-2030<br>Estimate   |
|---------------------------------------------|----------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                                             | Projected Headcount                    | 759                     | 764                     | 764                     | 764                     | 764                     | 764                     |
|                                             | PPR (5% increase)                      | \$ 11,038.00            | \$ 11,589.90            | \$ 12,169.40            | \$ 12,777.86            | \$ 13,416.76            | \$ 14,087.60            |
| Account                                     | Description                            |                         |                         |                         |                         |                         |                         |
|                                             | <b>Revenues</b>                        |                         |                         |                         |                         |                         |                         |
| 401000                                      | Commissions/Profits                    | \$ 8,663.00             | \$ 8,700.00             | \$ 8,700.00             | \$ 8,700.00             | \$ 8,700.00             | \$ 8,700.00             |
| 401400                                      | Ticket Sales                           | \$ 1,668.00             | \$ 1,750.00             | \$ 1,750.00             | \$ 1,750.00             | \$ 1,750.00             | \$ 1,750.00             |
| 408000                                      | Resale                                 | \$ 20,000.00            | \$ 21,000.00            | \$ 21,000.00            | \$ 21,000.00            | \$ 21,000.00            | \$ 21,000.00            |
| 409000                                      | Sales-Fund Raising                     | \$ 12,846.00            | \$ 13,000.00            | \$ 13,000.00            | \$ 13,000.00            | \$ 13,000.00            | \$ 13,000.00            |
| 411000                                      | Prop Tax-Mill Levy Override            | \$ 1,541,073.18         | \$ 1,556,483.91         | \$ 1,572,048.75         | \$ 1,587,769.24         | \$ 1,603,646.93         | \$ 1,619,683.40         |
| 415000                                      | Earnings On Investments                | \$ 11,330.00            | \$ 11,400.00            | \$ 11,400.00            | \$ 11,400.00            | \$ 11,400.00            | \$ 11,400.00            |
| 419000                                      | Other Revenue                          | \$ 1,137.00             | \$ 1,200.00             | \$ 1,200.00             | \$ 1,200.00             | \$ 1,200.00             | \$ 1,200.00             |
| 433000                                      | State Revenue - Other Cap Construction | \$ 305,866.40           | \$ 315,042.39           | \$ 324,493.66           | \$ 334,228.47           | \$ 344,255.33           | \$ 354,582.99           |
| 433000                                      | State Revenue - Other UPK Payments     | \$ 370,000.00           | \$ 388,500.00           | \$ 407,925.00           | \$ 428,321.25           | \$ 449,737.31           | \$ 472,224.18           |
| 433500                                      | State Mill Levy Override Match         | \$ -                    | \$ -                    | \$ -                    | \$ -                    | \$ -                    | \$ -                    |
| 434000                                      | Exceptional Children Revenue           | \$ 82,250.00            | \$ 82,250.00            | \$ 82,250.00            | \$ 82,250.00            | \$ 82,250.00            | \$ 82,250.00            |
| 438000                                      | State ELPA Revenue                     | \$ -                    | \$ -                    | \$ -                    | \$ -                    | \$ -                    | \$ -                    |
| 450000                                      | Transfers PPR Funding ONLY             | \$ 8,377,842.00         | \$ 8,854,683.60         | \$ 9,297,417.78         | \$ 9,762,288.67         | \$ 10,250,403.10        | \$ 10,762,923.26        |
| 451000                                      | Fees/Dues                              | \$ 82,817.00            | \$ 87,150.00            | \$ 91,507.50            | \$ 96,082.88            | \$ 100,887.02           | \$ 105,931.37           |
| 455000                                      | Tuition from Individuals               | \$ 175,000.00           | \$ 183,750.00           | \$ 192,937.50           | \$ 202,584.38           | \$ 212,713.59           | \$ 223,349.27           |
| 461000                                      | Building Rental                        | \$ 5,000.00             | \$ 5,000.00             | \$ 5,000.00             | \$ 5,000.00             | \$ 5,000.00             | \$ 5,000.00             |
| 474000                                      | Trans - Field Trips                    | \$ 49,968.00            | \$ 50,000.00            | \$ 50,000.00            | \$ 50,000.00            | \$ 50,000.00            | \$ 50,000.00            |
| 482000                                      | Resale/Activity Revenue                | \$ 21,711.00            | \$ 22,000.00            | \$ 22,000.00            | \$ 22,000.00            | \$ 22,000.00            | \$ 22,000.00            |
| 498000                                      | Donations                              | \$ 20,000.00            | \$ 20,000.00            | \$ 20,000.00            | \$ 20,000.00            | \$ 20,000.00            | \$ 20,000.00            |
|                                             | <b>Total Revenues</b>                  | <b>\$ 11,087,171.58</b> | <b>\$ 11,621,909.90</b> | <b>\$ 12,122,630.19</b> | <b>\$ 12,647,574.88</b> | <b>\$ 13,197,943.29</b> | <b>\$ 13,774,994.47</b> |
|                                             |                                        |                         |                         |                         |                         |                         |                         |
|                                             | <b>Salaries</b>                        |                         |                         |                         |                         |                         |                         |
|                                             | Payroll Expenses                       | \$ 6,081,272.00         | \$ 6,385,335.60         | \$ 6,704,602.38         | \$ 7,039,832.50         | \$ 7,391,824.12         | \$ 7,761,415.33         |
|                                             | Estimated Benefits Rate                | 29.65%                  | 30.00%                  | 30.25%                  | 30.50%                  | 30.75%                  | 31.00%                  |
|                                             | Benefits                               | \$ 1,803,135.00         | \$ 1,915,600.68         | \$ 2,028,142.22         | \$ 2,147,148.91         | \$ 2,272,985.92         | \$ 2,406,038.75         |
|                                             | <b>Total Salaries</b>                  | <b>\$ 7,884,407.30</b>  | <b>\$ 8,300,936.58</b>  | <b>\$ 8,732,744.90</b>  | <b>\$ 9,186,981.72</b>  | <b>\$ 9,664,810.35</b>  | <b>\$ 10,167,454.39</b> |
|                                             |                                        |                         |                         |                         |                         |                         |                         |
|                                             | <b>Purchased Services</b>              |                         |                         |                         |                         |                         |                         |
|                                             |                                        |                         |                         |                         |                         |                         |                         |
| 701000                                      | Mileage And Travel                     | \$ 2,000.00             | \$ 2,000.00             | \$ 2,000.00             | \$ 2,000.00             | \$ 2,000.00             | \$ 2,000.00             |
| 702000                                      | Employee Training & Conf               | \$ 18,350.00            | \$ 15,000.00            | \$ 15,000.00            | \$ 15,000.00            | \$ 15,000.00            | \$ 15,000.00            |
| 708000                                      | Background Verifications               | \$ 3,250.00             | \$ 3,412.50             | \$ 3,583.13             | \$ 3,762.28             | \$ 3,950.40             | \$ 4,147.92             |
| 710000                                      | Meals/Refreshments                     | \$ 7,805.00             | \$ 7,800.00             | \$ 7,800.00             | \$ 7,800.00             | \$ 7,800.00             | \$ 7,800.00             |
| 713000                                      | Student Transportation                 | \$ 10,498.00            | \$ 11,022.90            | \$ 11,574.05            | \$ 12,152.75            | \$ 12,760.38            | \$ 13,398.40            |
| 715000                                      | Student Admission/Entry Fees           | \$ 51,000.00            | \$ 51,000.00            | \$ 51,000.00            | \$ 51,000.00            | \$ 51,000.00            | \$ 51,000.00            |
| 721000                                      | Legal Fees                             | \$ 18,000.00            | \$ 18,000.00            | \$ 18,000.00            | \$ 18,000.00            | \$ 18,000.00            | \$ 18,000.00            |
| 731000                                      | Contracted Services                    | \$ 209,000.00           | \$ 219,450.00           | \$ 230,422.50           | \$ 241,943.63           | \$ 254,040.81           | \$ 266,742.85           |
| 735000                                      | Bank Fees & Other Expense              | \$ 2,000.00             | \$ 2,000.00             | \$ 2,000.00             | \$ 2,000.00             | \$ 2,000.00             | \$ 2,000.00             |
| 743000                                      | Equipment Rental                       | \$ 2,000.00             | \$ 2,000.00             | \$ 2,000.00             | \$ 2,000.00             | \$ 2,000.00             | \$ 2,000.00             |
| 745000                                      | Contract Maint/Eq Repair               | \$ 12,100.00            | \$ 12,100.00            | \$ 12,100.00            | \$ 12,100.00            | \$ 12,100.00            | \$ 12,100.00            |
| 745500                                      | Technology Services                    | \$ 85,000.00            | \$ 89,250.00            | \$ 93,712.50            | \$ 98,398.13            | \$ 103,318.03           | \$ 108,483.93           |

|        |                                       |    |                      |    |                      |    |                      |    |                      |    |                      |    |                      |
|--------|---------------------------------------|----|----------------------|----|----------------------|----|----------------------|----|----------------------|----|----------------------|----|----------------------|
| 746000 | Const Maint/Repair-Bldg               | \$ | 95,000.00            | \$ | 99,750.00            | \$ | 104,737.50           | \$ | 109,974.38           | \$ | 115,473.09           | \$ | 121,246.75           |
| 752000 | Marketing - Advertising               | \$ | 3,000.00             | \$ | 3,000.00             | \$ | 3,000.00             | \$ | 3,000.00             | \$ | 3,000.00             | \$ | 3,000.00             |
| 761000 | Natural Gas                           | \$ | 40,000.00            | \$ | 42,000.00            | \$ | 44,100.00            | \$ | 46,305.00            | \$ | 48,620.25            | \$ | 51,051.26            |
| 764000 | Electricity                           | \$ | 85,000.00            | \$ | 89,250.00            | \$ | 93,712.50            | \$ | 98,398.13            | \$ | 103,318.03           | \$ | 108,483.93           |
| 765000 | Voice Communication Line              | \$ | 30,000.00            | \$ | 30,000.00            | \$ | 30,000.00            | \$ | 30,000.00            | \$ | 30,000.00            | \$ | 30,000.00            |
| 766000 | Water & Sanitation                    | \$ | 22,000.00            | \$ | 22,000.00            | \$ | 22,000.00            | \$ | 22,000.00            | \$ | 22,000.00            | \$ | 22,000.00            |
| 768000 | Postage                               | \$ | 600.00               | \$ | 600.00               | \$ | 600.00               | \$ | 600.00               | \$ | 600.00               | \$ | 600.00               |
| 769000 | Permits/Licenses/Fees                 | \$ | 22,000.00            | \$ | 22,000.00            | \$ | 22,000.00            | \$ | 22,000.00            | \$ | 22,000.00            | \$ | 22,000.00            |
| 770000 | Risk Management Charges               | \$ | 130,000.00           | \$ | 136,500.00           | \$ | 143,325.00           | \$ | 150,491.25           | \$ | 158,015.81           | \$ | 165,916.60           |
| 770800 | Unemployment Comp Insur               | \$ | 18,244.00            | \$ | 19,156.20            | \$ | 20,114.01            | \$ | 21,119.71            | \$ | 22,175.70            | \$ | 23,284.48            |
| 781000 | Lease Purch-Other-Principal           | \$ | 150,000.00           | \$ | 151,666.68           | \$ | 157,083.30           | \$ | 162,083.35           | \$ | 167,083.35           | \$ | 186,666.63           |
| 781500 | Lease Purch-Other-Interest            | \$ | 312,100.00           | \$ | 307,209.44           | \$ | 302,935.00           | \$ | 298,847.90           | \$ | 294,623.50           | \$ | 290,277.40           |
| 950000 | Transfers                             | \$ | 921,562.62           | \$ | 974,015.20           | \$ | 1,022,715.96         | \$ | 1,073,851.75         | \$ | 1,127,544.34         | \$ | 1,183,921.56         |
|        | <b>Total Purchased Services</b>       | \$ | <b>2,250,509.62</b>  | \$ | <b>2,330,182.92</b>  | \$ | <b>2,415,515.44</b>  | \$ | <b>2,504,828.24</b>  | \$ | <b>2,598,423.69</b>  | \$ | <b>2,711,121.71</b>  |
|        |                                       |    |                      |    |                      |    |                      |    |                      |    |                      |    |                      |
|        | <b>Materials and Supplies</b>         |    |                      |    |                      |    |                      |    |                      |    |                      |    |                      |
| 804000 | Fund Raising                          | \$ | 1,500.00             | \$ | 1,500.00             | \$ | 1,500.00             | \$ | 1,500.00             | \$ | 1,500.00             | \$ | 1,500.00             |
| 805000 | Materials/Supplies-Other              | \$ | 23,000.00            | \$ | 23,000.00            | \$ | 23,000.00            | \$ | 23,000.00            | \$ | 23,000.00            | \$ | 23,000.00            |
| 806000 | Materials/Supplies Resale             | \$ | 24,610.00            | \$ | 24,610.00            | \$ | 24,610.00            | \$ | 24,610.00            | \$ | 24,610.00            | \$ | 24,610.00            |
| 810000 | Office Material/Supplies              | \$ | 4,500.00             | \$ | 4,725.00             | \$ | 4,961.25             | \$ | 5,209.31             | \$ | 5,469.78             | \$ | 5,743.27             |
| 810001 | Office Equipment - Under \$5K         | \$ | 35,000.00            | \$ | 35,000.00            | \$ | 35,000.00            | \$ | 35,000.00            | \$ | 35,000.00            | \$ | 35,000.00            |
| 812000 | Clinic Supplies/Materials             | \$ | 2,500.00             | \$ | 2,625.00             | \$ | 2,756.25             | \$ | 2,894.06             | \$ | 3,038.77             | \$ | 3,190.70             |
| 814000 | Custodial Supplies                    | \$ | 17,200.00            | \$ | 18,060.00            | \$ | 18,963.00            | \$ | 19,911.15            | \$ | 20,906.71            | \$ | 21,952.04            |
| 820000 | Instructional Material/Supply         | \$ | 108,035.00           | \$ | 113,436.75           | \$ | 119,108.59           | \$ | 125,064.02           | \$ | 200,000.00           | \$ | 137,883.08           |
| 820001 | Instructional Equip-Under \$5K        | \$ | 63,283.00            | \$ | 88,283.00            | \$ | 69,769.51            | \$ | 73,257.98            | \$ | 76,920.88            | \$ | 80,766.93            |
| 822000 | Textbooks                             | \$ | 30,000.00            | \$ | 30,000.00            | \$ | 30,000.00            | \$ | 30,000.00            | \$ | 30,000.00            | \$ | 30,000.00            |
| 823000 | Copier Usage                          | \$ | 35,000.00            | \$ | 35,000.00            | \$ | 35,000.00            | \$ | 35,000.00            | \$ | 35,000.00            | \$ | 35,000.00            |
| 824000 | Testing Materials                     | \$ | -                    | \$ | -                    | \$ | -                    | \$ | -                    | \$ | -                    | \$ | -                    |
| 826000 | Graduation Materials                  | \$ | -                    | \$ | -                    | \$ | -                    | \$ | -                    | \$ | -                    | \$ | -                    |
| 840000 | Maint Materials/Supplies              | \$ | 33,000.00            | \$ | 33,000.00            | \$ | 33,000.00            | \$ | 33,000.00            | \$ | 33,000.00            | \$ | 33,000.00            |
| 870000 | Library Materials                     | \$ | 3,200.00             | \$ | 3,360.00             | \$ | 3,528.00             | \$ | 3,704.40             | \$ | 3,889.62             | \$ | 4,084.10             |
| 885000 | Miscellaneous Expense                 | \$ | -                    | \$ | -                    | \$ | -                    | \$ | -                    | \$ | -                    | \$ | -                    |
| 889000 | Consumable Supplies                   | \$ | -                    | \$ | -                    | \$ | -                    | \$ | -                    | \$ | -                    | \$ | -                    |
|        | <b>Total Materials and Supplies</b>   | \$ | <b>380,828.00</b>    | \$ | <b>412,599.75</b>    | \$ | <b>401,196.60</b>    | \$ | <b>412,150.92</b>    | \$ | <b>492,335.75</b>    | \$ | <b>435,730.12</b>    |
|        |                                       |    |                      |    |                      |    |                      |    |                      |    |                      |    |                      |
|        | <b>Capital Outlay</b>                 |    |                      |    |                      |    |                      |    |                      |    |                      |    |                      |
| 930000 | Building Improvements                 | \$ | 235,000.00           | \$ | 75,000.00            | \$ | 75,000.00            | \$ | 75,000.00            | \$ | 75,000.00            | \$ | 75,000.00            |
|        | <b>Total Capital Outlay</b>           | \$ | <b>235,000.00</b>    | \$ | <b>75,000.00</b>     | \$ | <b>75,000.00</b>     | \$ | <b>75,000.00</b>     | \$ | <b>75,000.00</b>     | \$ | <b>75,000.00</b>     |
|        |                                       |    |                      |    |                      |    |                      |    |                      |    |                      |    |                      |
|        | <b>Total Expenditures</b>             | \$ | <b>10,750,744.92</b> | \$ | <b>11,118,719.25</b> | \$ | <b>11,624,456.93</b> | \$ | <b>12,178,960.88</b> | \$ | <b>12,830,569.80</b> | \$ | <b>13,389,306.23</b> |
|        | <b>Total Revenue</b>                  | \$ | <b>11,087,171.58</b> | \$ | <b>11,621,909.90</b> | \$ | <b>12,122,630.19</b> | \$ | <b>12,647,574.88</b> | \$ | <b>13,197,943.29</b> | \$ | <b>13,774,994.47</b> |
|        | <b>Revenue over Expenses</b>          | \$ | <b>336,426.66</b>    | \$ | <b>503,190.66</b>    | \$ | <b>498,173.26</b>    | \$ | <b>468,614.00</b>    | \$ | <b>367,373.49</b>    | \$ | <b>385,688.24</b>    |
|        |                                       |    |                      |    |                      |    |                      |    |                      |    |                      |    |                      |
|        | <b>Operating Margin</b>               |    | <b>3%</b>            |    | <b>4%</b>            |    | <b>4%</b>            |    | <b>4%</b>            |    | <b>3%</b>            |    | <b>3%</b>            |
|        | <b>Pre-Adjusted Cash Carryforward</b> | \$ | <b>4,666,644.41</b>  | \$ | <b>5,169,835.07</b>  | \$ | <b>5,668,008.33</b>  | \$ | <b>6,136,622.33</b>  | \$ | <b>6,503,995.82</b>  | \$ | <b>6,889,684.06</b>  |
|        | <b>TABOR (3% of expenditures)</b>     | \$ | <b>322,522.35</b>    | \$ | <b>333,561.58</b>    | \$ | <b>348,733.71</b>    | \$ | <b>365,368.83</b>    | \$ | <b>384,917.09</b>    | \$ | <b>401,679.19</b>    |
|        | <b>Internal Covenants (90 DCOH)</b>   | \$ | <b>2,592,923.40</b>  | \$ | <b>2,723,108.86</b>  | \$ | <b>2,847,811.30</b>  | \$ | <b>2,984,538.30</b>  | \$ | <b>3,145,208.99</b>  | \$ | <b>3,282,979.62</b>  |
|        | <b>Unrestricted Cash Carryforward</b> | \$ | <b>2,629,884.48</b>  | \$ | <b>2,991,850.46</b>  | \$ | <b>3,350,149.15</b>  | \$ | <b>3,665,401.02</b>  | \$ | <b>3,852,555.56</b>  | \$ | <b>4,083,711.08</b>  |
|        | <b>Unrestricted Cash Days on Hand</b> |    | <b>89</b>            |    | <b>98</b>            |    | <b>105</b>           |    | <b>110</b>           |    | <b>110</b>           |    | <b>111</b>           |

# Development Committee Report October 2024

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*The Development Committee's goal is to network with the community and local businesses to create awareness about the mission of Lincoln Academy. This committee serves to build positive relationships with the community, host fundraisers, seek out and apply to grants, and pursue general funding opportunities on a larger scale for long term development opportunities.*

This committee is just getting off the ground again and has not yet held an official meeting. Any parents interested in supporting should contact Katie Lehr at: [katielehr@linconacademy.net](mailto:katielehr@linconacademy.net)

This month's report is an overview of topics and actions that will be first on the list for kick-off.

## **1. Committee Planning**

- a) Determine near-term goals and meeting cadence
  - a. Establish time, date, and location for meetings
    - i. Targeting first meeting in November
  - b. Start with simple steps
- b) Investigate requirements for setting up a Foundation, and how to establish the structure needed to (eventually) accept donations and fundraising proceeds
- c) Consolidate information gathered in 2023-2024 regarding BEST grant research as a potential funding option for facilities upgrades
  - a. Share this with the facilities committee for continued pursuit and joint effort moving forward
- d) Revisit documents started in 2023-2024
  - a. Explanation of charter school funding reference sheet for families
  - b. Development committee recruitment flyer

Changes will not happen overnight, but with the proper strategy in place, we hope to make strides over time to help support the larger-scale wants and needs of Lincoln Academy.

**Proposed Motions:** *None.*