Board of Director's Meeting
November 2, 2026

General Session 6:00 p.m. – 7:30 p.m.

I) Preliminary
a) Welcome to Visitors
b) Pledge of Allegiance
c) Director's Roll Call
d) Reading of Team Norms
e) Approval of Last Meeting Minutes
   i) August 17, 2026 & August 31, 2026 – Training & Approval
   ii) October 5, 2026 – Discussion Item
f) Approval of Tonight's Agenda

II) Committee Reports
a) Board Development
   i) Meeting Minutes, Robert's Rules, and best practices.
   ii) Expectations

b) Finance Team
   i) Report
   ii) Financials - September

c) Growth Feasibility
   i) Report
   ii) Asphalt
      - Updates on this project, now being a summer project. Waiting to bid until after the February elections.
   iii) Gym Floor Investigating
   iv) RFP Owner's Rep. review for BEST and Tech. project

d) Personnel
   i) FYI - New Math Intervention Teacher

e) School Accountability
   i) SAC Meetings (3:45 p.m. – 4:15 p.m.)
      - ~~October 8, 2026~~
      - December 3, 2026
      - March 25, 2027

III) Administrator's Report

IV) Public Comment
(Comments will be given 2 minutes each)

V) Discussion Items
a) Open Items
   i) October 5, 2026 Meeting Minutes

VI) For the Good of the Cause

VII) Adjournment of General Session

Next Meeting
December 7, 2026
All meeting dates are available online

Team Norms
AACS Board of Directors

- We all commit to having integrity before, during, and after meetings.
- We commit to listening, hearing, and respecting each person's point of view.
- We commit to coming prepared, being engaged, and professional in all our meetings.
- We will all fulfill our commitments and obligations.
- We will review our norms every meeting and evaluate ourselves twice a year.

Created March 2014

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*A **team** is a group of people working interdependently to achieve a common goal for which members are mutually accountable.*

Gmail Racquel Akerly <rakerly@auroraacademycharter.com>

Meeting Minutes

3 messages

Tonoa Manuel <tmanuel@auroraacademycharter.com> Mon, Aug 17, 2026 at 7:35 PM To: Racquel Akerly <rakerly@auroraacademycharter.com>, Kayla Horne <khorne@auroraacademycharter.com>

Aurora Academy Charter School Board

Governance, Strategic Planning & Master Planning Notes

August 17, 2026
Discussion with Kayla Horne & Racquel Akerly

Our Role as a Board: Protect & Enable

As Aurora Academy continues to mature as an organization, the Board's role must also continue to evolve. We are no longer operating as a founding or working board responsible for the day-to-day needs of the school.

Our responsibility is to protect and enable.

Protect the mission, long-term sustainability, governance integrity, financial health, accountability, and future of Aurora Academy.

Enable the Executive Director and staff to successfully operate the school by providing clear strategic direction, appropriate governance, resources, accountability, and support—without unnecessarily stepping into operations.

As we approach nearly three decades of the Board governing and the school operating, this is an important opportunity to clarify that distinction and ensure our governance structures reflect the organization Aurora Academy is today and the school we are preparing it to become.

Board Governance & Board Book

There is an opportunity to conduct a comprehensive review and redesign of the Board Book.

Some existing policies and documents originated during Aurora Academy's founding and working-board years. While they may have been appropriate for that stage of the organization, some may now extend unnecessarily into school operations or no longer align with the Board's current governance responsibilities.

The review should determine:

What policies remain necessary for effective governance.

What should be updated to reflect current responsibilities and practices.

What is operational and should instead sit with the Executive Director and staff.

What may be outdated or no longer necessary.

What additional governance policies or tools are needed for the future.

The Board Book should ultimately become a practical governance resource that helps current and future board members clearly understand what we govern, what we protect, what we enable, and where management authority begins.

Strategic Planning Before Master Planning

The Board should complete a broader strategic planning process before beginning the full master planning process. The strategic plan answers:

Where is Aurora Academy going over the next several years, and what are our priorities?

The master plan can then answer:

What facilities, infrastructure, space, capital investments, and physical resources are necessary to support that direction?

, , . members can then provide governance oversight, strategic perspective, committee support, and resources to help move those priorities forward.

This allows the master plan to be driven by the school's future direction rather than developing a facilities plan in isolation. **Proposed Timeline**

August 17, 2026 — Governance Alignment

Establish Protect & Enable as the framework for understanding the Board's role.

Begin reviewing the Board Book and overall governance structure.

By August 31 — Leadership Request

Formally ask Amy and the leadership team to identify their goals, objectives, anticipated needs, and vision for the next several years.

Labor Day Weekend — Asphalt Project

Complete the scheduled portion of the asphalt project.

September 2026 — Governance Preparation

Continue reviewing the Board Book and *Aligned Influence*.

Identify additional resources and tools that can help inform the strategic planning process.

By September 30 — Leadership Priorities Due

Amy and the leadership team provide the Board with their goals, objectives, organizational priorities, challenges, and anticipated future needs.

Earlier submission is welcomed if the team is ready.

September–December 2026 — Strategic Planning

Board and leadership work collaboratively through mission, vision, organizational priorities, governance considerations, current needs, and long-term direction.

Begin developing the Strategic Plan.

Ensure the plan reflects both the Board's governance responsibilities and leadership's understanding of school operations and needs.

Fall Break 2026 — Remaining Facilities Work

Complete the remaining scheduled asphalt/project work.

Continue exploring potential electrical outlets and appropriate controls, including possible codes or payment requirements.

Explore barricades or other appropriate measures to address racing and related safety concerns. **By**

January 1, 2027 — Strategic Plan Draft

Complete a working draft of the Strategic Plan.

Use the Strategic Plan to establish the direction and priorities that will inform the Master Planning process.

January–Spring 2027 — Master Planning

Executive Director, staff, selected Board members, and appropriate committee members work collaboratively to identify:

Facility needs

Infrastructure needs

Space and campus priorities

Capital improvements
-

Ensure the Master Plan directly supports the priorities established within the Strategic Plan.

By the End of the 2026–27 School Year — Strategic & Master Plan Alignment

Finalize an aligned Strategic Plan and Master Plan.

Establish a clear roadmap for governance, school leadership, facilities, investment, and future priorities.

Position the Board to continue operating from its core responsibility to Protect & Enable, while allowing school leadership to effectively manage and operate Aurora Academy.

Meeting Minutes & Documentation

Moving forward, I will take responsibility for preparing the official meeting minutes. Minutes will follow the order of the approved meeting agenda to create consistency and make the record easier to follow. I will use the notes captured by Racquel and Kayla as supporting documentation, finalize the official minutes, and upload completed records into the appropriate Google Drive location. The goal is to establish a consistent process for documenting Board discussions, decisions, motions, responsibilities, and follow-up.

The Bigger Picture

This work is ultimately about ensuring that Aurora Academy has both strong governance and strong leadership without confusing the responsibilities of the two.

The Board does not need to operate the school to demonstrate its value. Our responsibility is to establish direction, protect what matters, ask the necessary questions, ensure accountability, provide resources and support where appropriate, and create the conditions that allow leadership to lead effectively.

Protect and enable.

If we use that principle to guide the Board Book review, strategic planning, master planning, committee work, and our relationship with the Executive Director, we can create a much clearer governance structure for the next chapter of Aurora Academy.

By the end of the 2026–27 school year, the goal should be that we are not simply responding to individual needs as they arise. We have a shared strategic direction, a master plan connected to that direction, clearer governance boundaries, and a Board structure positioned to steward Aurora Academy well into its future.

We will have dinner for our working meetings from August - December

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Cheers!

Tonoa L. Manuel
Board Vice President | Resource Development Committee Chairperson
tmanuel@auroraacademycharter.com

Racquel Akerly <rakerly@auroraacademycharter.com> Sun, Aug 30, 2026 at 12:24 PM To: Tonoa Manuel <tmanuel@auroraacademycharter.com>

Is this good to post for approval? I should add this to the agenda

Racquel Akerly
Board of Directors | *President*

Tonoa Manuel <tmanuel@auroraacademycharter.com> Mon, Aug 31, 2026 at 8:30 AM To: Racquel Akerly <rakerly@auroraacademycharter.com>

Yes it is, I apologize if I didn't not that the night I submitted them. We are good!
[Quoted text hidden]

Board Meeting Minutes

August 31, 2026

Board Members Present: Tonoa Manuel, Racquel Akerly, Amy Tracy, Kayla Horne
Guests: Brandy Walker, Katie Cory, Bryce Carlson

Call to Order / Opening Business - 5:59 pm

- Kayla conducted roll calls and reviewed the team norms.
- A motion was made regarding approval of the July 27 meeting minutes, with Tonoa providing a second. The Board determined that the July 27 meeting minutes would be moved to the next Board meeting for approval.
- The August 31 meeting agenda was opened with a motion from Racquel and a second from Kayla.

I) Board Development – Bryce Carlson

Bryce Carlson attended the entire meeting and provided legal training on Colorado open meetings requirements and their implications for the Board, including an interactive overview and Q&A.

A. Open Meetings and Board Communications

a. Bryce reviewed how Colorado Open Meetings Law applies to Board communications, noting that the Board's small size increases the likelihood that discussions of Board business may involve a quorum. This includes communications by phone, text message, email, and other channels.

b. The Board discussed the Finance Committee, which currently includes Racquel and Kayla. Given the current Board composition, Bryce recommended taking a cautious approach to committee meetings and public notice. The safest practice discussed was to provide public notice of Finance Committee meetings and allow members of the public to attend.

c. Board members were also reminded that Board-related emails and records may be subject to the **Colorado Open Records Act (CORA)**. Certain information may be protected from disclosure, including attorney-client privileged communications and protected student information.

B. Meeting Notices and Agendas

a. One of the primary areas discussed was the importance of proper public notice and agenda preparation. Meeting notices and agendas should generally be posted at least **24 hours in advance** when required.

b. Agenda items should be specific enough that an ordinary member of the public can reasonably understand what the Board intends to discuss or act upon. Broad or vague descriptions should be avoided when more specific information is available.

c. When the Board anticipates taking action on an item, the agenda should clearly identify the matter as an action item and, where appropriate, include the recommended action.

d. The Board may amend an agenda when it is absolutely unavoidable. Bryce noted that additional requirements may apply when amending the agenda of a special meeting, including approval by Board members present.

C. Regular Meetings, Special Meetings, and Work Sessions

a. Bryce discussed distinctions between regular business meetings, special meetings, and work sessions. Although the purpose and structure of these meetings may differ, Board members should remain mindful of open meetings and public notice requirements. When calling a special meeting, appropriate and timely public notice with an agenda are still required.

b. If an open meetings violation occurs, Colorado law provides mechanisms that may allow a public body to cure certain violations. This can include properly noticing the matter, reconsidering it publicly, and taking the appropriate action again. The discussion emphasized addressing potential violations as promptly as possible.

D. Executive Sessions

1. Bryce reviewed circumstances in which the Board may enter executive session, including certain matters involving:
    a. Legal advice;
    b. Personnel matters;
    c. Negotiations; and
    d. Other matters specifically authorized by Colorado law.
2. The executive session announcement should identify the applicable statutory basis and provide as much information about the topic as legally appropriate without compromising the confidential nature of the discussion.
3. The Board discussed the procedural steps for entering the executive session. This includes making a motion, receiving a second, obtaining the required vote, and conducting a roll-call vote where applicable. The public should be informed that the Board is entering executive session.
4. The Board discussed that a **two-thirds vote of the quorum present** is required to enter executive session.
5. Participation by the school leader or other individuals in the executive session depends upon the subject being discussed and the Board's determination regarding who should participate.
6. No formal Board action may be taken in executive session. The Board must return to the public meeting before making motions, voting, or taking formal action.
7. Bryce will continue supporting the Board as questions arise regarding Board meetings, Finance Committee meetings, Personnel Committee meetings, Grievance Committee meetings, and related governance requirements.

II) Colorado League of Charter Schools Annual Conference

- The Board discussed attendance at the annual Colorado League of Charter Schools conference. A final decision regarding attendance will be made at the next Board meeting.
- Mrs. Horne is unavailable to attend this year.
- The Board also discussed the possibility of using this year to intentionally capture and document the organization's experience navigating leadership and organizational transitions and potentially applying to share that experience at next year's conference.

Finance Update

1. The Finance Committee met on **Thursday, August 27**.
2. The Colorado Trust account is currently earning interest, with approximately **$5.1 million** reflected in the account.
3. The school is currently working through its audit process. The district continues updating PPR-related numbers, which may affect financial projections.
4. The school budget was developed using an enrollment projection of **525 students**. Bart can update the budget if enrollment changes materially.
5. The Board discussed technology bond dollars received from APS for the upcoming year. Potential projects requiring an RFP include:
    a. PA system;
    b. Security system;
    c. Marquee; and
    d. Smartboards.
6. June represented the end of the 2025–26 fiscal/school year, with July beginning the new fiscal period.

The school has approximately three remaining years associated with its facilities grant. Grant funds have specific allowable uses, making it important for the school to develop a thoughtful plan for utilizing the remaining funds. Amy has continued pursuing grant opportunities; however, the Board recognizes that these funding sources will eventually decrease and that longer-term sustainability planning will be necessary.

Administrative Report

Assessments and Academics

- Diagnostic assessments were delayed due to APS syncing issues. The syncing process was completed as of last week, and diagnostics are expected to be completed by **mid-September**.
- STAR assessments and Unassisted Writing have been completed. Kindergarten assessments are expected to be completed next week.
- The Board also discussed the school's performance data. The state migration/SPF information was not initially appearing correctly on the state website. Current performance indicators show

increased areas of green, while the school continues working toward increasing the number of indicators in blue.

Enrollment

- Rafa has continued enrollment outreach, including contacting families who were previously on the waitlist but did not receive placement and reconnecting with families who left the school to determine whether they may be interested in returning.
- The school is also awaiting confirmation from approximately five additional students.
- The Board recognized Rafa for her continued commitment and efforts around enrollment.
- The school also received students from Lotus this year.

Marketing

- The school is reviewing its marketing strategy and awaiting a new proposal to better understand what is included within the proposed **$45,000** cost.
- Bart currently has annual contracted services included as a line item within the budget. The proposed marketing expense would represent an additional cost and will require further review.
- The full house bus shelter take over and benches will be allocated to support other marketing needs

Calendar and Events

Nicole will send calendar invitations for upcoming school events. Board members should respond to the invitations to indicate whether they are able to attend.

Facilities

- Following Parent-Teacher Conferences on September 18, facilities work is expected to begin. Additional staging is anticipated on October 8, with work continuing beginning October 9 and during Fall Break.
- Planned work includes painting curbs and fire lanes. The playground will **not** be painted.
- Amy noted that a change order requires review by Racquel. There was also discussion regarding access to and visibility of change orders, which will require follow-up.

Public Comment

Public comment was opened. Ms. Walker asked about the Board's current needs, including the specific skills and expertise being sought in prospective Board members. Ms. Walker shared information about her background in human resources, and Ms. Akerly provided additional context regarding the Board's needs, expectations, and anticipated level of commitment.

Ms. Cory commented on the progress being made as the new school year begins and expressed her continued appreciation for the work and process underway.

Good of the Cause

The Board recognized:

- **Wade** for work related to the speed-limit sign;
- **Rafa** for her commitment and continued enrollment efforts; and
- **Amy** for her work pursuing and securing facilities grant opportunities.

Adjournment

Racquel made the motion to adjourn. Kayla provided the second, followed by a roll-call vote.

The meeting was adjourned at **8:03 PM**.

***Note for the official record:** I cleaned the legal/open-meetings discussion based on what was captured in your notes, but I would recommend having Bryce or legal counsel review that section before these become official minutes—particularly the statements regarding what constitutes a quorum/open meeting, Finance Committee requirements, agenda amendments, and executive-session procedures. Those are legal requirements where the exact statutory language and the Board's specific composition matter.

AACS Finance Leadership Mtg | Oct. 29, 2026 4pm

Attendees: Amy Tracy Bart Skidmore Racquel Akerly Kayla Horne

Recommendations for the Board

- Talk about owners reps

Discussion Items

- FInal enrollment 520
- Sept. Financials- Overall Looking great- trending better than last year
- Parking lot is on hold- Vanfleet is putting out new bids and we will have that by Feb
- Amy is reviewing 2 proposals for owners rep (new phone lines, ada ramps, lighting, PA systems) La Cature or NV5
- 3 states: tech, ada ramp, facilities planning
- La Cature (~88k) was much lower
- NV5 (~450K) (significant work in the best grant field)
- Do we want more owners reps to bid the project?
- Time table goal is summer
- 360,000 budgeted capital items that have not been identified
- We expect 11,000 for asphalt testing
- Salvador has been working with Christine to shore up anything on the admin reno
- Facilities grant looks like it will be more than we budgeted 90-100 per student
- Cash looks great 5.1 million

Action items

- [ ]

Oct 21, 2026 | Facilities Planning

Attendees: Amy Tracy Derek Wesch Racquel Akerly

Notes

- Last Meeting's Action Plan
    - HVAC Motion
        - **Ms. Akerly motions to allocate $13,000 to the maintenance/repair line item earmarked for HVAC maintenance.**
            - **Motion carries unanimously.**
    - Pesticides and Weeds - Landscaping Business are limited in these services
        - True Green - Might be a good resources
        - Chem Lawn
    - Exterior Light
        - Electrical work is done
            - Now needs to just switch the bulb
            - Will order a lift
        - Light poles
            - Derek is connecting with Steve - LED logistics
    - Gym Floor
        - Completed two bids but need a formal quote
        - Approx. 6K for the most basic servicing on the floors
- Progress Updates and Ongoing Projects
    - Lockers - Reviewing additional installations
    - Storage Container
- Safety and Compliance
    - Blackout Blinds
    - Checking Emergency Lights
- Facility Capital
    - Asphalt meeting tomorrow
        - Summer project
- Other
    - Fundraiser - Approx. $11K
        - Phase Project
    - Storage Project
        - Getting rid of off storage furniture that is broken or unusable
        - Begin the process of bubble class furniture needs that would be needed for our future enrollment targets

Action items

- ☐ Finance Meeting
    - ☐ Charter Schools Facilities Assistance Program Grant - Can we use some of this for the Outside Classroom Project
- ☐ Ms. Tracy
    - ☐ Present a true price range for the the Board to approve the repair and maintenance bid for HVAC
    - ☐ What is our cut from the Fundraiser
- ☐ Derek
    - ☐ Test emergency lights