



Libertas Academy Charter School

FY27 BOT Meetings

Published on September 21, 2026 at 11:17 AM EDT

Date and Time

Tuesday September 29, 2026 at 5:30 PM EDT

Location

262 Liberty St
Springfield, MA 01103

Agenda

	Purpose	Presenter	Time
I. Opening Items			5:30 PM
Opening Items			
A. Board Chair Welcome		Patrick Kkayego	2 m
B. Record Attendance and Guests		Carlos Resto	1 m
C. Call the Meeting to Order		Patrick Kkayego	1 m
D. Approval of Previous Minutes	Approve Minutes	Patrick Kkayego	1 m
Vote to approve minutes from previous meeting			
II. Management Report			5:35 PM

	Purpose	Presenter	Time
A. Vote on ED Goals	Vote	Patrick Kkayego	10 m
B. Management Report	FYI	Modesto Montero	45 m
III. Committee Reports			6:30 PM
A. Finance Committee	Vote	Sarah Lapolice	10 m
Discussion and voting on approval of past month's Financials			
B. Academic Achievement Committee	FYI	Nick Barker	10 m
C. Development & Governance Committee	FYI	Kari Diamond Kayiatos	5 m
D. ED Evaluation	FYI	Kari Diamond Kayiatos	5 m
IV. Other Business			7:00 PM
A. ED Performance Bonus		Patrick Kkayego	5 m
V. Closing Items			7:05 PM
A. Upcoming Meeting Schedule	FYI	Patrick Kkayego	1 m
Reminder of our next meeting			
B. Adjourn Meeting	Vote	Patrick Kkayego	1 m

Coversheet

Vote on ED Goals

Section:	II. Management Report
Item:	A. Vote on ED Goals
Purpose:	Vote
Submitted by:	
Related Material:	SY26-27 ED Goals .docx

A Decade of Excellence

Launching Year 10: Finishing Strong and Building What Comes Next

The 2026–27 school year marks an important inflection point for Libertas Academy. We are entering our tenth year serving students and families in Springfield, while also completing the final year of our current Strategic Plan. This is an opportunity to celebrate how far the organization has come, but more importantly, to be clear about what must be accomplished next.

Over the last decade, Libertas has grown from an idea into a full 6–12 college-preparatory school with an increasingly mature leadership team, a strong community presence, and ambitions that now extend beyond Springfield. My 2025–26 evaluation reflected meaningful progress in fundraising, college acceptance, charter-renewal preparation, Connecticut expansion work, and my own growth in delegation and leadership through others. It also identified the areas that should define the next stage of my leadership: stronger high school academic outcomes, continued talent development and retention, and greater organizational scalability.

For Year 10, I am proposing that my Executive Director goals focus less on launching new initiatives and more on delivering the outcomes we have already promised, strengthening the organization underneath those outcomes, and positioning Libertas for its next chapter. The five goals below therefore connect directly to three bodies of work: the final-year commitments in our Strategic Plan, the growth areas identified through my 2025–26 evaluation, and the Connecticut expansion strategy currently underway.

The throughline is straightforward: Springfield remains the core of our work. We should demonstrate that Libertas can deliver stronger student outcomes, retain and develop excellent people, secure its next charter term, and remain financially strong. At the same time, we should build the systems and external conditions necessary to responsibly expand the Libertas model into Connecticut.

Proposed SY26–27 Performance Framework

I recommend retaining the familiar five-category bonus structure, with each goal worth up to 2% of compensation for a maximum 10% performance bonus. Partially Meets = 0.5%; Meets = 1%; Exceeds = 2%. The intent is to create a scorecard that is ambitious, measurable, and appropriately focused on outcomes within the Executive Director's control.

1. Student Achievement & College Readiness

Leadership Goal: Dramatically increase student achievement and college readiness, with particular focus on MCAS performance and AP success.

Rating	FY27 Benchmark
Partially Meets	Average 45%+ Meeting/Exceeding on Middle School ELA and Math MCAS AND 50%+ of AP-enrolled students earn a 3+ on at least one AP exam.
Meets	Average 50%+ Meeting/Exceeding on Middle School ELA and Math MCAS AND 65%+ of AP-enrolled students earn a 3+ on at least one AP exam.

LIBERTAS ACADEMY CHARTER SCHOOL

Exceeds	Average 60%+ Meeting/Exceeding on Middle School ELA and Math MCAS AND 80%+ of AP-enrolled students earn a 3+ on at least one AP exam.
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2. Talent & Organizational Capacity

Leadership Goal: Develop and retain an increasingly effective staff while building leadership capacity that allows Libertas to operate successfully through distributed ownership.

Rating	FY27 Benchmark
Partially Meets	50%+ of teachers rated Highly Effective AND 80%+ retention of Highly Effective teachers.
Meets	60%+ of teachers rated Highly Effective AND 85%+ retention of Highly Effective teachers.
Exceeds	65%+ of teachers rated Highly Effective AND 90%+ retention of Highly Effective teachers.

3. Charter Renewal & Organizational Strategy

Leadership Goal: Secure LACS's next charter term and successfully transition the organization from the 2023–27 Strategic Plan into its next phase of strategy.

Rating	FY27 Benchmark
Partially Meets	Successfully complete all ED-controlled renewal requirements and complete an internal assessment of the 2023–27 Strategic Plan.
Meets	Partially Meets benchmarks PLUS present the Board with a draft of the next multi-year Strategic Plan by June 2027.
Exceeds	Secure an unconditional charter renewal AND obtain Board approval of the next multi-year Strategic Plan by June 2027.

4. Connecticut Expansion

Leadership Goal: Position Libertas to successfully launch its first Connecticut school in Fall 2028 while establishing a sustainable pipeline for future Connecticut growth.

Rating	FY27 Benchmark
Partially Meets	Maintain charter-ready application materials; demonstrate meaningful community demand/support; and maintain a viable founding governance pipeline.
Meets	Partially Meets benchmarks PLUS establish credible facility, financial, governance, and community-engagement pathways for the first Connecticut school; submit a charter application if an applicable state process becomes available.
Exceeds	Meets benchmarks PLUS receive charter approval if an approval process occurs, OR achieve another Board-recognized transformational milestone that

LIBERTAS ACADEMY CHARTER SCHOOL

	materially establishes the Fall 2028 launch pathway.
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5. Financial & Institutional Sustainability

Leadership Goal: Strengthen Libertas's long-term financial and institutional position while leveraging the tenth anniversary to broaden support for the organization.

Rating	FY27 Benchmark
Partially Meets	Finish FY27 with a balanced budget AND raise \$300,000+ in philanthropic support.
Meets	Finish FY27 at or above the Board-approved financial target AND raise \$500,000+, including successful execution of the Year 10 fundraising strategy.
Exceeds	Meet the Board-approved financial target AND raise \$750,000+, while materially diversifying the donor base and/or securing significant multi-year commitments.

Summary Scorecard

FY27 Priority	Partially Meets (.5%)	Meets (1%)	Exceeds (2%)
Student Achievement & College Readiness	45% MCAS / 50% AP	50% MCAS / 65% AP	60% MCAS / 80% AP
Talent & Organizational Capacity	50% HE / 80% HE retention	60% HE / 85% HE retention	65% HE / 90% HE retention
Renewal & Organizational Strategy	Renewal requirements + plan assessment	+ draft next strategic plan	Unconditional renewal + Board-approved plan
Connecticut Expansion	Charter-ready + demand + governance	+ viable facility/finance pathway + submit if possible	Approval or equivalent transformational milestone
Financial & Institutional Sustainability	Balanced budget + \$300K	Financial target + \$500K	Financial target + \$750K + diversification

Closing

Year 10 should be both a celebration and a proof point. We have an opportunity to close our current Strategic Plan with stronger outcomes for students, demonstrate that the organization has the leadership and systems to sustain those outcomes, and create the conditions for Libertas to responsibly enter its next era of growth. I believe these goals strike the right balance between accountability for our core school, stewardship of the institution, and disciplined pursuit of the opportunities ahead.

I welcome the BOT's feedback on the proposed measures and thresholds before the goals are finalized for SY26–27.

Coversheet

Management Report

Section:	II. Management Report
Item:	B. Management Report
Purpose:	FYI
Submitted by:	
Related Material:	Libertas_September_2026_Board_Report_Updated_Renewal.pptx.pdf



YEAR 10

September 2026 Board Report

Libertas Academy Charter School



MIDDLE SCHOOL B.O.Y HIGHLIGHTS

The start of the school year has been sprinkled with urgency, celebration & most importantly - strong attendance!



Advisory Goal: ON-TIME Attendance Bus 3952		
Logan 78%	Ebony 84%	Santiago 60%
Alopez 88%	Fasson 80%	Six 71%
Barone 91%	Gonzalez 90%	Johnson 90%
Bethsa 82%	Gore 90%	Usmanali 90%
Bridge 78%	Fernando 83%	Valley 100%
Conway 89%	Lavardore 82%	Vazquez 90%
D'Amico 73%	Mosco 79%	White 91%
Dominique 78%	Murphy 78%	Wisor 84%
Doyle 8%	Pesana 92%	Brittany 88%



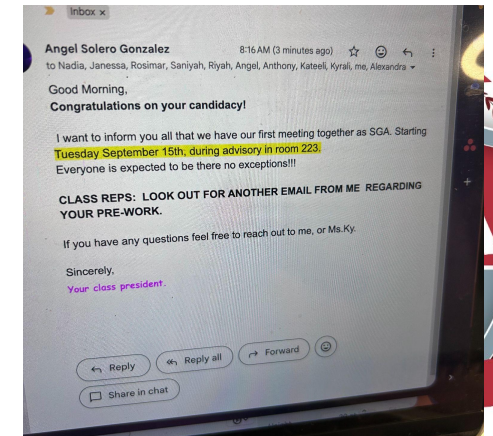
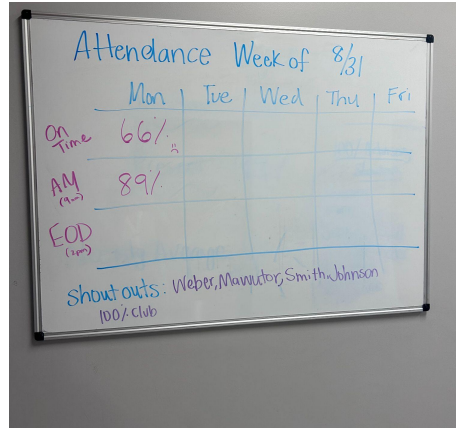
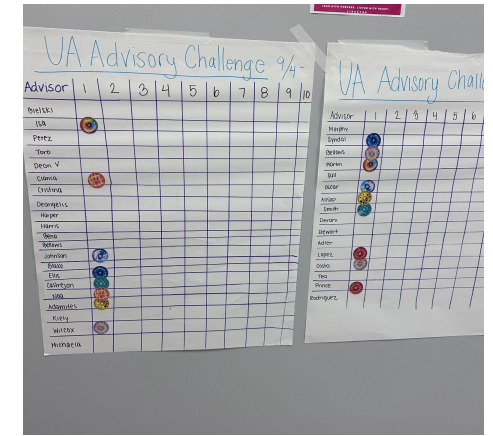
UA BOY HIGHLIGHTS

Student government elections? Got it!

Soccer team debuts? Got it!

College visits? Got them too!

The High School has started with a bang...



Accountability Data

Accountability Information

Overall classification Not requiring assistance or intervention

Reason for classification
Substantial progress toward targets

Progress toward improvement targets	Accountability percentile
73% - Substantial progress toward targets	71

OVERALL RESULTS

STUDENT GROUP RESULTS

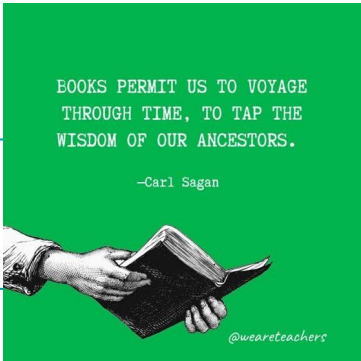
DETAILED DATA FOR EACH INDICATOR

Overall progress toward improvement targets

	2025	2026
Annual criterion-referenced target percentage	68%	76%
Weight	40%	60%
Cumulative Criterion-referenced target percentage (2025 x 40%) + (2026 x 60%)	73%	
	Substantial progress toward targets	



ELA MCAS

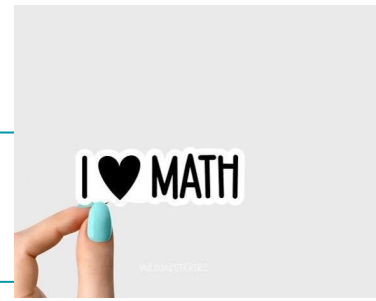


Grade	M/E Goal	M/E Actual	M/E 24-25	YOY Change
6th Grade	45%	33%	36%	-3%
7th Grade	60%	41%	47%	-6%
8th Grade	70%	46%	51%	-5%

SO WHAT?: We back slid significantly from the previous year. This could be tremendously indicative of a larger problem or it could be a function of test difficulty - without comparative data - it is hard to know. We also made changes to the 6th grade and 7th grade ELA teacher - both moves should provide longer term stability to the ELA department.

NOW WHAT?: The Principal and Chief of Schools focus is here - ensuring that there are strong data indicators coming out of IA1 - and we are consistently looking at student work and trends. Kayla's attention needs to be firmly on getting our ELA scores back to the 24-25 level.





MATH MCAS

Grade	M/E Goal	M/E Actual	M/E 24-25	YOY Change
6th Grade	45%	43%	48% (-5%)	-5%
7th Grade	45%	35%	51% (-16%)	-16%
8th Grade	60%	63%	54% (+9%)	+11%

SO WHAT?: These results represent a mixed bag. 8th grade percentages are the strongest we've ever seen. Remember that in 19-20 we were in the low teens for proficiency. Our 6th grade scored reasonably close to where we expected them too. Our 7th graders dramatically under performed.

NOW WHAT?: Our Math Dean is on maternity leave and our Principal is leaning into support. All teachers are returning - so retention over time drives results. We need to ensure our 7th graders perform this year - and that our lowest performing cohort (current 8th graders) get the support they need. We are in the process of goal setting this week.



HIGH SCHOOL MCAS

Grade + Subject	M/E Goal	M/E Actual	M/E 24-25	YOY Change
9th Biology	40%		30%	
10th ELA	50%	51%	36%	+15%
10th Math	40%	39%	32%	+7%

SO WHAT?: This is the strongest HS data we’ve ever earned. Thanks to stronger teaching, leadership moved from the MS to the HS – and our Principal Dan Adler. Bio data is not out yet – but it’s hard to imagine we didn’t meet goal (both because of the accountability data & interim assessment numbers).

NOW WHAT?: It’s important we narrate these wins for our kids and staff – and work to build on this for the years to come. It’s important we retain our staff in these seats. It’s a flywheel concept – hard to get started but eventually its driven wholly by momentum.



FY27 ED Goals!

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Executive Director's Snapshot

The five things Trustees should know this month

619

Enrollment

98% of authorized enrollment; Grade 9 has a five-student waitlist.

Strong

Year 10 Launch

Leader, new teacher, and all-staff training launched the year with high favorability.

Focus Groups Complete

Renewal focus groups are complete; we are now focused on the remaining review process and inspection follow-through.

Diligence

Facilities

Liberty Street ownership is being evaluated against long-term lease economics.

Momentum

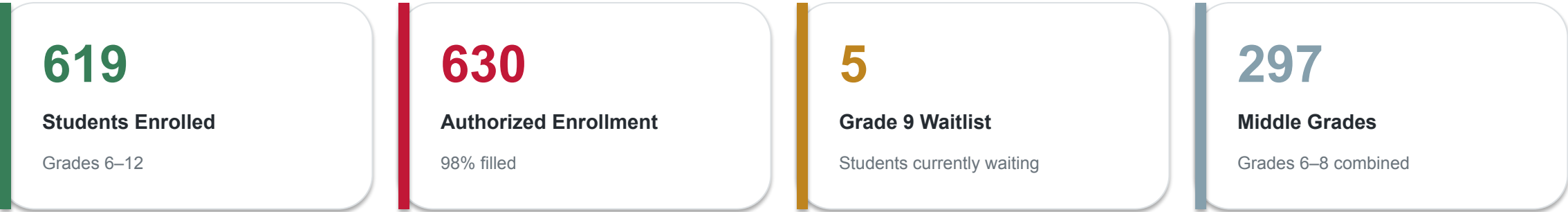
Connecticut

Willimantic organizing and a University of Bridgeport partnership are advancing.



Year 10 Is Off to a Strong Start

Enrollment and adult learning are giving us a strong foundation



Professional Development Favorability



Opening message

We entered our tenth year with strong enrollment and a clear instructional throughline: build adult skill so students are prepared not only to enter college, but to persist and thrive.



Board Scorecard

A recurring view of the health of the organization

Enrollment	619 / 630	Strong	98% of authorized enrollment
Attendance	TBD	Pending	September dashboard metric
Staffing	TBD	Pending	Confirm current vacancies / coverage
Academic Performance	BOY data pending	Pending	Add first-cycle data when available
College Persistence	Baseline in development	Priority	Core strategic focus for 2026–27
Charter Renewal	In process	On Track	Focus groups complete; remaining renewal review underway

Note: placeholders are intentional. This scorecard is designed to become the consistent first-read dashboard for every monthly Board meeting.



Our North Star: Beyond College Acceptance

2026–27 is about building the conditions for college persistence

“What matters most isn’t growing in a linear manner. It’s just growing.”

1

**Student
Ownership**

2

**Academic
Ownership**

3

**Strong Advisor
Connections**

4

**Student Leadership
Opportunities**

The renewal application and staff training materials point in the same direction: stronger supports for every learner, stronger educator development, deeper belonging, and a clearer bridge from high school success to college persistence.



Charter Renewal

Focus groups are complete; we are carrying that evidence-based story into the remaining renewal process

In Process

Status

Renewal application submitted and virtual focus groups completed.

Completed

Board Role

Trustees participated in the Board focus group as part of the renewal process.

Completed

School Role

Senior leadership and teacher focus groups were completed alongside the Board session.

What we want reviewers to see

- Mission-aligned college preparatory program for grades 6–12
- Strong systems for students with disabilities, multilingual learners, and economically disadvantaged students
- An organization willing to study its outcomes honestly and improve
- A coherent next-term strategy centered on college persistence, belonging, and educator skill

What comes next

With the focus groups complete, our attention shifts to the remaining renewal review, responding quickly to any follow-up requests, and ensuring the evidence presented during the process remains aligned to our mission, outcomes, governance, and next-term priorities.



Strategic Facilities: Liberty Street

Evaluating whether ownership strengthens our long-term financial and programmatic position

\$40M

Proposed Sale Price

Seller's preliminary proposal

\$30–35M

Other Financing Range

Range discussed with potential partners

30 Years

Modeled Financing

Preliminary model used ~4.5% rate

Why ownership is being explored

- Create long-term control over a mission-critical facility
- Compare debt service with the economics of continued leasing
- Preserve operating flexibility through a longer amortization structure
- Evaluate tax-exempt bond and charter-school financing options

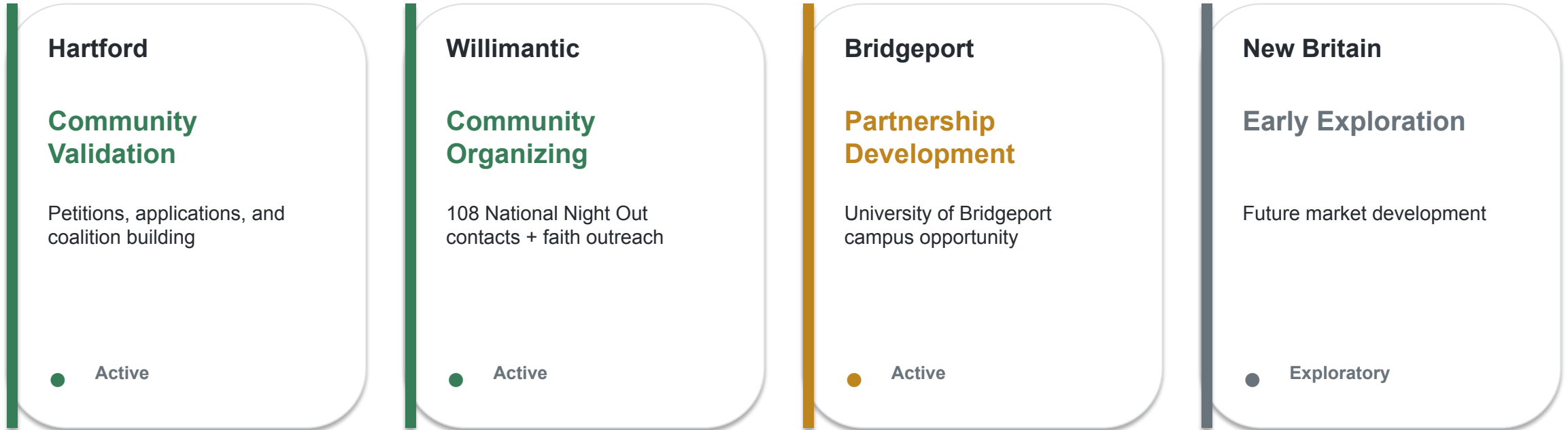
Board lens

This is diligence, not a final transaction. The next phase is to test valuation, financing capacity, debt-service assumptions, and long-term affordability with the Board and financial partners.



Connecticut Expansion: Portfolio View

Different markets are moving through different stages of validation and partnership



Portfolio principle: maintain momentum where community demand and partnerships are strongest while preserving discipline around political, facility, and financial feasibility.



Connecticut Deep Dive

Community validation is becoming tangible

HARTFORD

Community Validation

700+ applications collected

10 letters of support

Goal: 1,000 signatures + 30 letters

WILLIMANTIC

Community Organizing

108 contacts from National Night Out

2 additional August events scheduled

Faith-community and legislative outreach underway

The strategic question is shifting from “Is there interest?” toward “Can we convert interest into durable community and political support?”



Emerging Opportunity: University of Bridgeport

A campus-based high school could create a distinctive college and career pathway

THE IDEA

Launch a college-preparatory charter high school on the University of Bridgeport campus, potentially using Eleanor Dana Hall.

Students could experience college before graduation through dual enrollment, college-level coursework, and clear pathways into UB programs.

Potential Pathways

Engineering

Mathematics

Health Sciences

Other high-demand fields

Next moves: co-create a preliminary proposal, obtain detailed building information, host a Springfield site visit, and engage university leadership and the Bridgeport legislative delegation.



Looking Ahead

What will matter between now and the next Board meeting

01

Renewal Follow-Through

Focus groups are complete; respond to follow-up requests and prepare for the remaining review and inspection milestones.

02

September Data

Add attendance, staffing, and first-cycle academic indicators to the scorecard.

03

Facilities Diligence

Pressure-test Liberty Street valuation and financing with advisors and the Board.

04

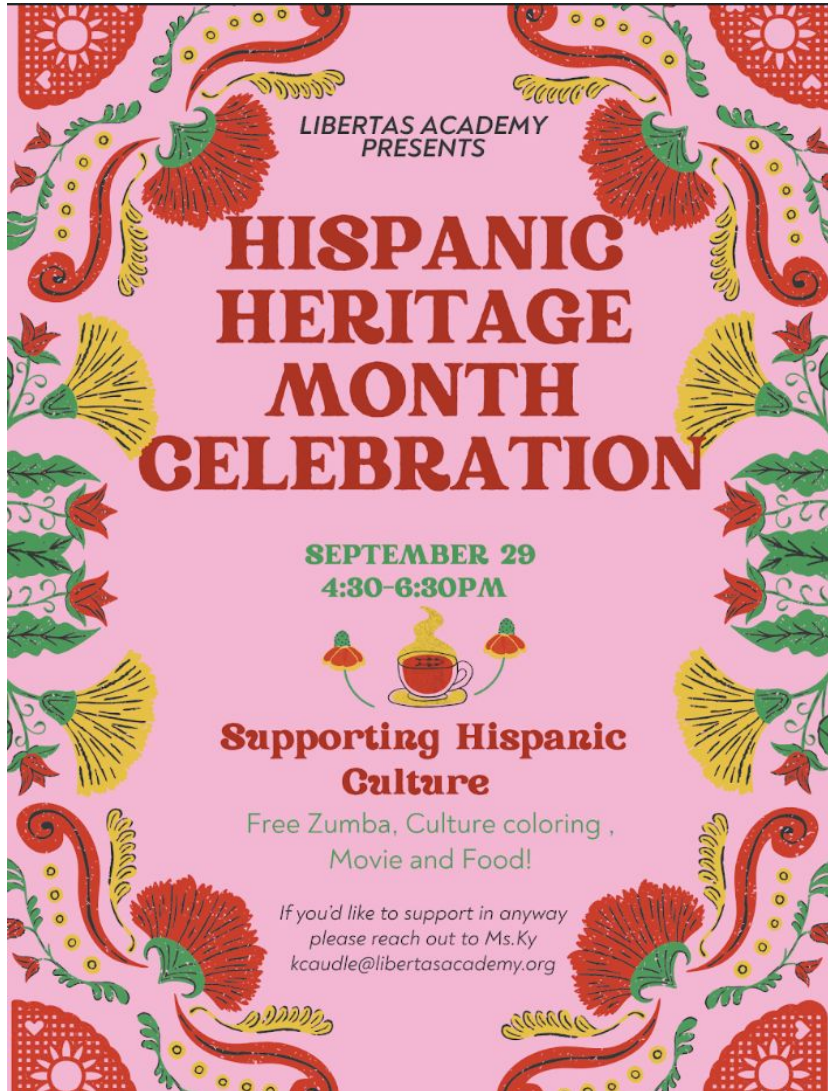
CT Momentum

Convert community interest into support letters, visits, partnerships, and political validation.

Board discussion Where should we spend the most Board attention this fall: renewal, facilities, or growth?



Upcoming Events



Coversheet

Finance Committee

Section:	III. Committee Reports
Item:	A. Finance Committee
Purpose:	Vote
Submitted by:	
Related Material:	1.FY26-27 July Financials.xlsx 2.FY26-27 August Financials.xlsx

Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. [Adobe Reader](#):

1.FY26-27 July Financials.xlsx

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2.FY26-27 August Financials.xlsx