Compass Academy – Board Meeting Minutes

Date: November 29, 2018
Location: Phone Call
In attendance: Marcia Fulton, Jim Balfanz, Jessica Roberts, Bob Balfanz, Jerry Torrez, Christine Morin, Morris Price, Pami Perea, Dexter Corto
Absent: Annie Proietti, Mary Seawell, Ana Soler
Guest and Support: Jason Guerrero, Christ Scott, Jeff Jablow, Ryan Mick, Denise Thorne, Mike Davis, Emily Ward, Nate Kerr, Claire Rostov, Alexis Urquhart
Jim called meeting to order at 4:10pm

Ripples and Joys

- Successful and impactful City Year Denver Business Luncheon
- L&L design team got to spend the day together
- Exciting conceptual math ideas and themes happening in math classes

October Minutes
Morris motions to approve October minutes. Christine seconds the motion. October minutes approved.

Financial Update
Working Budget

- Review of high level shifts to the working budget

Internal Review
Data Cycles and Coaching

- Working to utilize all the data in the right ways

Literacy

- Focus on literacy in non-core content spaces
- Working to improve consistency of implementation
- STAR reading performance growth review
- Literacy ANet Cycle 1 Performance
- Review of lesson plans

Math

- Working to bridge Spanish and English languages in math instruction
- Math ANet Cycle 1 Performance

Attendance

- 8th grade attendance is a primary challenge
- Number of students who joined in 8th grade were chronically absent before arriving at Compass
- Recent adjustments to attendance support: attendance task force, daily morning home visits, attendance recovery through after school program, attendance meetings with grade leads/compass admin to create comprehensive improvement plan

ED/Director Update
SPC Update

- Preparing DPS presentation for December 10th
- Public comment on the 20th
- Plan to schedule executive committee call for next week

Board Meeting ends at 5:53pm.

COMPASS ACADEMY
BUDGET BOARD REPORT
DECEMBER 2018
Compiled 1/17/19

Overview – Attachments included in this report:

- General Fund Summary
- Balance Sheet compared to previous year as of December 31, 2018
- Profit & Loss Budget vs. Actual through December 31, 2018
- Bank Transaction Detail for December 2018
- Profit & Loss Budget vs. Actual Expanded

Highlights and Exceptions to the Report –

Balance Sheet

Assets – Cash in the bank accounts as of December 31st was $299,899 down from $551,968 in December 2018. Total accounts receivable was $59,489 compared to $147,808 in the previous year. Total assets were $359,389 on December 31st, down from $699,756 at the same time last year.

Liabilities – Accounts payable as of December 31st was $16,247 compared to $11,011 last year. Other current liabilities were $137,047 versus last year's $64,215. Total liabilities were $153,294 versus $75,226 at the same time last year.

Equity – As of December 31st, net income was negative ($270,522) compared to $411,511 at the same time last year. Total modified accrual equity is $206,094 compared to $624,550 the previous year. Of this amount TABOR is $123,000, $5,897 is reserved, and the unassigned fund balance is $77,197.

Income Statement Compared to Budget

Income – Total income to date is $1,953,858 or 39% of the $4,975,700 budgeted.

Expense – Expenses incurred to date are $2,224,380 or 45% of the $4,966,543 budgeted. We are 50% of the way through the year.

Line items to note that are currently greater than 10% or $10K over budget are:

- Repairs and Maintenance (0430) – 78% of budget spent
- Other Purchased Services (0500) – 89% of budget spent
- To and From School Transportation (0511) - $3,220 spent with $0 budgeted
- Property (0700) - 67% of budget spent
- Dues and Fees (0800) – 125% of budget spent – Over by $598

COMPASS ACADEMY
GENERAL FUND SUMMARY
Quarter Ended December 31, 2018

	12/31/2018	FY19 Budgeted	Percentage Actual to Budget	Projected Year-End	Percentage Projected to Budget
Beginning TABOR Fund Balance	123,000	123,756	99%	123,000	100%
Beginning Unrestricted Fund Balance	353,616	222,482	159%	353,616	100%
FY18 Total Beginning Fund Balance	476,616	346,238	138%	476,616	100%
Income	1,953,858	4,975,700	39%	4,975,700	100%
Expenses	2,224,380	4,966,543	45%	4,966,543	100%
Net Income	-270,522	9,157	-2954%	9,157	100%
Ending TABOR Fund Balance	123,000	143,452	86%	143,452	86%
Ending Unassigned Fund Balance	83,094	211,943	39%	342,321	24%
FY19 Ending Fund Balance	206,094	355,395	58%	485,773	42%

Compass Academy
Balance Sheet Prev Year Comparison
As of December 31, 2018

	Dec 31, 18	Dec 31, 17	$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
8101 · First Bank	299,899.31	551,968.07	-252,068.76	-45.67%
Total Checking/Savings	299,899.31	551,968.07	-252,068.76	-45.67%
Accounts Receivable				
8142 · Grants Receivable	7,189.36	147,807.67	-140,618.31	-95.14%
8153 · Accounts Receivable	52,300.00	0.00	52,300.00	100.0%
Total Accounts Receivable	59,489.36	147,807.67	-88,318.31	-59.75%
Total Current Assets	359,388.67	699,775.74	-340,387.07	-48.64%
TOTAL ASSETS	**359,388.67**	**699,775.74**	**-340,387.07**	**-48.64%**
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
7421 · Accounts Payable	16,246.94	11,010.70	5,236.24	47.56%
Total Accounts Payable	16,246.94	11,010.70	5,236.24	47.56%
Other Current Liabilities				
7461 · YE Payroll Liabilities	123,492.31	63,741.59	59,750.72	93.74%
7471 · Payroll Liabilities	13,554.98	473.57	13,081.41	2,762.3%
Total Other Current Liabilities	137,047.29	64,215.16	72,832.13	113.42%
Total Current Liabilities	153,294.23	75,225.86	78,068.37	103.78%
Total Liabilities	153,294.23	75,225.86	78,068.37	103.78%
Equity				
6710 · Non-Spendable Fund Balance	5,897.27	1,304.00	4,593.27	352.25%
6721 · TABOR 3% Emergency Reserve	123,000.00	72,000.00	51,000.00	70.83%
6770 · Unassigned Fund Balance	347,718.95	139,735.31	207,983.64	148.84%
Net Income	-270,521.78	411,510.57	-682,032.35	-165.74%
Total Equity	206,094.44	624,549.88	-418,455.44	-67.0%
TOTAL LIABILITIES & EQUITY	**359,388.67**	**699,775.74**	**-340,387.07**	**-48.64%**

Compass Academy
Profit & Loss Budget vs. Actual Collap.
July through December 2018

	FY18				FY19			
	Jul - Dec 17	Budget	$ Over Budget	% of Budget	Jul - Dec 18	Budget	$ Over Budget	% of Budget
Income								
1000 · Local Revenue Source	532,688.85	1,097,555.00	-564,866.15	48.53%	434,096.49	1,510,085.00	-1,075,988.51	28.75%
3000 · State Revenue	194,901.41	337,255.00	-142,353.59	57.79%	127,007.93	334,442.00	-207,434.07	37.98%
4000 · Federal Revenue	119,083.15	224,702.00	-105,618.85	53.0%	7,189.36	193,950.00	-186,760.64	3.71%
5700 · PPR	1,365,896.50	2,690,402.00	-1,324,505.50	50.77%	1,385,564.47	2,937,223.00	-1,551,658.53	47.17%
Total Income	2,212,569.91	4,349,914.00	-2,137,344.09	50.87%	1,953,858.25	4,975,700.00	-3,021,841.75	39.27%
Gross Profit	2,212,569.91	4,349,914.00	-2,137,344.09	50.87%	1,953,858.25	4,975,700.00	-3,021,841.75	39.27%
Expense								
0100 · Salaries	834,020.16	1,830,825.00	-996,804.84	45.55%	1,092,922.30	2,327,678.00	-1,234,755.70	46.95%
0200 · Employee Benefits	176,017.91	412,361.00	-236,343.09	42.69%	247,717.75	519,749.00	-272,031.25	47.66%
0300 · Purchased Profess and Tech Serv	272,835.90	787,889.00	-515,053.10	34.63%	313,296.79	825,646.00	-512,349.21	37.95%
0400 · Purchased Prop. Services	6,298.91	16,000.00	-9,701.09	39.37%	7,258.95	16,000.00	-8,741.05	45.37%
0430 · Repairs and Maint	825.00	2,000.00	-1,175.00	41.25%	1,560.00	2,010.00	-450.00	77.61%
0500 · Other Purchased Services	55,232.54	85,200.00	-29,967.46	64.83%	94,531.60	106,271.00	-11,739.40	88.95%
0511 · To & From School Transportation	0.00	0.00	0.00	0.0%	3,219.84	0.00	3,219.84	100.0%
0513 · Contracted Field Trips	1,286.50	33,475.00	-32,188.50	3.84%	5,523.96	34,783.00	-29,259.04	15.88%
0515 · Shuttle Fees	258.50	8,000.00	-7,741.50	3.23%	94.00	1,000.00	-906.00	9.4%
0520 · Insurance Premiums	22,356.44	42,264.00	-19,907.56	52.9%	22,391.94	43,113.00	-20,721.06	51.94%
0580 · Travel, Regis, Ent	22,197.95	71,100.00	-48,902.05	31.22%	10,608.17	31,030.00	-20,421.83	34.19%
0594 · District Purchased Services	230,726.77	512,021.00	-281,294.23	45.06%	277,986.26	578,136.00	-300,149.74	48.08%
0595 · Denver Overhead Costs	51,275.37	99,775.00	-48,499.63	51.39%	56,587.68	123,604.00	-67,016.32	45.78%
0596 · Charter Food Authority	0.00	0.00	0.00	0.0%	1,084.88	0.00	1,084.88	100.0%
0600 · Supplies	92,504.91	155,967.00	-63,462.09	59.31%	51,256.68	107,218.00	-55,961.32	47.81%
0640 · Books and Materials	13,595.62	20,000.00	-6,404.38	67.98%	3,732.88	15,000.00	-11,267.12	24.89%
0700 · Property	13,328.33	67,100.00	-53,771.67	19.86%	31,081.97	46,080.00	-14,998.03	67.45%
0710 · Land and Improvements	0.00	8,000.00	-8,000.00	0.0%	0.00	0.00	0.00	0.0%
0800 · Other Objects	155.69	41,468.00	-41,312.31	0.38%	90.33	144,690.00	-144,599.67	0.06%
0810 · Dues and Fees	1,879.22	2,374.00	-494.78	79.16%	2,984.05	2,386.00	598.05	125.07%
0900 · XQ Objects	6,263.62	20,895.00	-14,631.38	29.98%	450.00	42,149.00	-41,699.00	1.07%
Total Expense	1,801,059.34	4,216,714.00	-2,415,654.66	42.71%	2,224,380.03	4,966,543.00	-2,742,162.97	44.79%
Net Income	**411,510.57**	**133,200.00**	**278,310.57**	**308.94%**	**-270,521.78**	**9,157.00**	**-279,678.78**	**-2,954.26%**

Compass Academy
Bank Transaction Detail
As of December 31, 2018

Type	Date	Num	Name	Memo	Split	Amount	Balance
1072 · Bill.com Money Out Clearing							**0.00**
Bill Pmt -Check	12/07/2018	Bill.com	G&G Consulting Group	https://app.bill.com/BillPay?id=blp01FYUWZVCVP3	7421 · Accounts Payable	-6,657.50	-6,657.50
Bill Pmt -Check	12/07/2018	Bill.com	Ruby Lopez (v)	https://app.bill.com/BillPay?id=blp01LATZXNGMT3	7421 · Accounts Payable	-150.00	-6,807.50
Bill Pmt -Check	12/07/2018	Bill.com	Eldorado Artesian Springs, Inc	https://app.bill.com/BillPay?id=blp01GJXCIMNAV3a	7421 · Accounts Payable	-595.48	-7,402.98
Bill Pmt -Check	12/07/2018	Bill.com	T-Mobile	https://app.bill.com/BillPay?id=blp01RTARJTFQC3i	7421 · Accounts Payable	-175.40	-7,578.38
Bill Pmt -Check	12/07/2018	Bill.com	Kickboard	https://app.bill.com/BillPay?id=blp01XVDTGHKIF3a	7421 · Accounts Payable	-3,060.00	-10,638.38
Bill Pmt -Check	12/07/2018	Bill.com	City Year, Inc	https://app.bill.com/BillPay?id=blp01VLBFDRNEO3	7421 · Accounts Payable	-40,625.00	-51,263.38
Bill Pmt -Check	12/07/2018	Bill.com	Sharon Newman	https://app.bill.com/BillPay?id=blp01RNCXCWHQZ	7421 · Accounts Payable	-6,093.75	-57,357.13
General Journal	12/07/2018	bill.com		Bill.com 12/07/18 Payments	8101 · First Bank	57,357.13	0.00
Bill Pmt -Check	12/12/2018	Bill.com	Sjoukje Graillot	https://app.bill.com/BillPay?id=blp01RKKQZQPXI3a	7421 · Accounts Payable	-140.22	-140.22
Bill Pmt -Check	12/12/2018	Bill.com	Denver Public Schools - Transportation	https://app.bill.com/BillPay?id=blp01BXJNTDHXA3i	7421 · Accounts Payable	-3,219.84	-3,360.06
Bill Pmt -Check	12/12/2018	Bill.com	Martin Zaborac (v)	https://app.bill.com/BillPay?id=blp01JNNYXNMEQ3	7421 · Accounts Payable	-104.96	-3,465.02
Bill Pmt -Check	12/12/2018	Bill.com	Pinnacol Assurance	https://app.bill.com/BillPay?id=blp01NOJFELTGZ3a	7421 · Accounts Payable	-1,182.00	-4,647.02
Bill Pmt -Check	12/12/2018	Bill.com	Rocky Mountain Officials	https://app.bill.com/BillPay?id=blp01MQTEBTATD3	7421 · Accounts Payable	-600.00	-5,247.02
Bill Pmt -Check	12/12/2018	Bill.com	Alerio Technology Group	https://app.bill.com/BillPay?id=blp01ZOWGWRCA1	7421 · Accounts Payable	-3,645.00	-8,892.02
Bill Pmt -Check	12/12/2018	Bill.com	Metropolitan Shuttle, Inc	https://app.bill.com/BillPay?id=blp01NVIEIOPDC3a	7421 · Accounts Payable	-1,322.50	-10,214.52
Bill Pmt -Check	12/12/2018	Bill.com	Wells Fargo Vendor Financial Services LLC	https://app.bill.com/BillPay?id=blp01ZXLNSBZTF3a	7421 · Accounts Payable	-2,962.72	-13,177.24
Bill Pmt -Check	12/12/2018	Bill.com	Jessica Proett	https://app.bill.com/BillPay?id=blp01GTNMUFEOX3	7421 · Accounts Payable	-26.67	-13,203.91
General Journal	12/12/2018	kickboard		Bill.com 12/12/18 Payments	8101 · First Bank	13,203.91	0.00
Bill Pmt -Check	12/14/2018	Bill.com	William Wallace (v)	https://app.bill.com/BillPay?id=blp01TBCFNLPLG3I	7421 · Accounts Payable	-15.76	-15.76
General Journal	12/14/2018	kickboard		Bill.com 12/14/18 Payments	8101 · First Bank	15.76	0.00
Bill Pmt -Check	12/17/2018	Bill.com	Denver Test Prep	https://app.bill.com/BillPay?id=blp01NZHAJPMLH3	7421 · Accounts Payable	-865.00	-865.00
Bill Pmt -Check	12/17/2018	Bill.com	Paula Chaparro	https://app.bill.com/BillPay?id=blp01SDUXKODNJ3	7421 · Accounts Payable	-48.44	-913.44
Bill Pmt -Check	12/17/2018	Bill.com	Michael Guida	https://app.bill.com/BillPay?id=blp01SAABDZCCC3	7421 · Accounts Payable	-45.00	-958.44
Bill Pmt -Check	12/17/2018	Bill.com	Alexandra Walch (v)	https://app.bill.com/BillPay?id=blp01VCRADADGU3	7421 · Accounts Payable	-107.34	-1,065.78
Bill Pmt -Check	12/17/2018	Bill.com	Alexandra Walch (v)	https://app.bill.com/BillPay?id=blp01LVBKQPPKM3	7421 · Accounts Payable	-49.98	-1,115.76
General Journal	12/17/2018	EARRS		Bill.com 12/17/18 Payments	8101 · First Bank	1,115.76	0.00
Bill Pmt -Check	12/21/2018	Bill.com	Public Education & Business Coalition	https://app.bill.com/BillPay?id=blp01YDIGWNEFO3	7421 · Accounts Payable	-52,000.00	-52,000.00
Bill Pmt -Check	12/21/2018	Bill.com	Colorado Bureau of Investigation	https://app.bill.com/BillPay?id=blp01KGKVIXPNM3I	7421 · Accounts Payable	-79.00	-52,079.00
Bill Pmt -Check	12/21/2018	Bill.com	Creative Strategies for Change	https://app.bill.com/BillPay?id=blp01KOKNBNVDK3	7421 · Accounts Payable	-1,150.00	-53,229.00
Bill Pmt -Check	12/21/2018	Bill.com	Hinkle & Company	https://app.bill.com/BillPay?id=blp01BIXAMEAEW3	7421 · Accounts Payable	-2,500.00	-55,729.00
Bill Pmt -Check	12/21/2018	Bill.com	Henrietta Sandoval-v	https://app.bill.com/BillPay?id=blp01CGFMVHXLD3	7421 · Accounts Payable	-75.21	-55,804.21
Bill Pmt -Check	12/21/2018	Bill.com	Henrietta Sandoval-v	https://app.bill.com/BillPay?id=blp01ADBBBAXWP3	7421 · Accounts Payable	-14.58	-55,818.79
Bill Pmt -Check	12/21/2018	Bill.com	Paulina Molina	https://app.bill.com/BillPay?id=blp01ZJEMWIQJZ3t	7421 · Accounts Payable	-32.72	-55,851.51
Bill Pmt -Check	12/21/2018	Bill.com	Katiria Rivera (v)	https://app.bill.com/BillPay?id=blp01FACDVJHXL3I	7421 · Accounts Payable	-161.49	-56,013.00
Bill Pmt -Check	12/21/2018	Bill.com	Kaiser Permanente	https://app.bill.com/BillPay?id=blp01PAGGFMSGW	7421 · Accounts Payable	-14,211.57	-70,224.57
Bill Pmt -Check	12/21/2018	Bill.com	Delta Dental of Colorado	https://app.bill.com/BillPay?id=blp01SRKGKJVVJ3I	7421 · Accounts Payable	-1,344.95	-71,569.52
Bill Pmt -Check	12/21/2018	Bill.com	Paulina Molina	https://app.bill.com/BillPay?id=blp01XVFPTVKUH3	7421 · Accounts Payable	-27.00	-71,596.52
Bill Pmt -Check	12/21/2018	Bill.com	T-Mobile	https://app.bill.com/BillPay?id=blp01GODKJUITY3t	7421 · Accounts Payable	-79.73	-71,676.25
Bill Pmt -Check	12/21/2018	Bill.com	William Wallace (v)	https://app.bill.com/BillPay?id=blp01OUCEQSEUJ3	7421 · Accounts Payable	-8.92	-71,685.17
Bill Pmt -Check	12/21/2018	Bill.com	William Wallace (v)	https://app.bill.com/BillPay?id=blp01IEBBUBOAW3	7421 · Accounts Payable	-40.97	-71,726.14
Bill Pmt -Check	12/21/2018	Bill.com	Cathleen O'Quinn (v)	https://app.bill.com/BillPay?id=blp01DJXIKJMNL3b	7421 · Accounts Payable	-78.23	-71,804.37
Bill Pmt -Check	12/21/2018	Bill.com	Unum Life Insurance Company	https://app.bill.com/BillPay?id=blp01NRHBTSVAM3	7421 · Accounts Payable	-94.50	-71,898.87
General Journal	12/21/2018	11.30.21 P		Bill.com 12/21/18 Payments	8101 · First Bank	71,898.87	0.00
Total 1072 · Bill.com Money Out Clearing						0.00	0.00
8101 · First Bank							**389,046.32**
Check	12/01/2018	DBT	Indeed		Staff Recruitment	-61.68	388,984.64

Compass Academy
Bank Transaction Detail
As of December 31, 2018

Type	Date	Num	Name	Memo	Split	Amount	Balance
Bill Pmt -Check	12/03/2018	2358	Print and Copy Centers	Inv #74113	7421 · Accounts Payable	-2,808.93	386,175.71
Check	12/03/2018	DBT	IKEA		0733 · Furnitures and Fixtures	-499.96	385,675.75
Check	12/03/2018	DBT	IKEA		0610 · General Supplies	-98.90	385,576.85
Check	12/03/2018	DBT	Eon		0610 · General Supplies	-483.75	385,093.10
Deposit	12/03/2018			Deposit	Staff Recruitment	199.00	385,292.10
Deposit	12/03/2018			Deposit	1740a · Uniforms/Other	24.31	385,316.41
Check	12/04/2018	DBT	Ashley Furniture	Wellbeing Furniture	0733 · Furnitures and Fixtures	-215.28	385,101.13
Check	12/04/2018	DBT	Colorado Secretary of State		0810 · Dues and Fees	-10.00	385,091.13
Check	12/04/2018	DBT	Microcenter		0734 · Technology Equipment	-2,399.97	382,691.16
Check	12/04/2018	DBT	Amazon.com		Office Supplies	-15.53	382,675.63
Check	12/04/2018	DBT	Amazon.com		0650 · Software	-38.47	382,637.16
Check	12/04/2018	DBT	Print and Copy Centers		Student Recruitment	-288.00	382,349.16
Check	12/04/2018	DBT	Print and Copy Centers		Student Recruitment	-2,000.00	380,349.16
Deposit	12/04/2018			Deposit	1740a · Uniforms/Other	34.04	380,383.20
Check	12/05/2018	DBT	Walmart		0630 · Food -Snack (BOLD FS FUND ONLY)	-17.10	380,366.10
Check	12/05/2018	DBT	SERENITY HEALTH		0610 · General Supplies	-53.77	380,312.33
Check	12/05/2018	DBT	Amazon.com		0610 · General Supplies	-17.29	380,295.04
Check	12/05/2018	DBT	Amazon.com		Office Supplies	-34.71	380,260.33
Check	12/05/2018	DBT	Amazon.com		Office Supplies	-34.88	380,225.45
Check	12/05/2018	DBT	Amazon.com		0733 · Furnitures and Fixtures	-54.28	380,171.17
Check	12/05/2018	DBT	Amazon.com		0610 · General Supplies	-221.05	379,950.12
Check	12/05/2018	DBT	Little Caesars	Pizza for student dance	0630 · Food -Snack (BOLD FS FUND ONLY)	-36.04	379,914.08
Deposit	12/06/2018			Deposit	-SPLIT-	79,851.83	459,765.91
Check	12/06/2018	DBT	Amazon.com		Office Supplies	-13.99	459,751.92
Check	12/06/2018	DBT	Amazon.com		0610 · General Supplies	-29.95	459,721.97
Bill Pmt -Check	12/07/2018	2359	Nathan Lazickas		7421 · Accounts Payable	-100.00	459,621.97
Bill Pmt -Check	12/07/2018	2360	Chelsea Tossing		7421 · Accounts Payable	-100.00	459,521.97
Bill Pmt -Check	12/07/2018	2361	Laura Van Horn		7421 · Accounts Payable	-100.00	459,421.97
Bill Pmt -Check	12/07/2018	2362	Nathaniel Kerr		7421 · Accounts Payable	-100.00	459,321.97
Bill Pmt -Check	12/07/2018	2363	Ryan Mick		7421 · Accounts Payable	-100.00	459,221.97
Bill Pmt -Check	12/07/2018	2364	Sarah Gibson		7421 · Accounts Payable	-100.00	459,121.97
Bill Pmt -Check	12/07/2018	2365	Emily Ward		7421 · Accounts Payable	-100.00	459,021.97
Bill Pmt -Check	12/07/2018	2366	Janice Cannon		7421 · Accounts Payable	-100.00	458,921.97
General Journal	12/07/2018	bill.com		Bill.com 12/07/18 Payments	1072 · Bill.com Money Out Clearing	-57,357.13	401,564.84
General Journal	12/07/2018	12.7.18 PR	Support Program - 2000-5000:2800- Support Ser. I	First Bank	0525 · Unemployment Insurance	-11,007.65	390,557.19
General Journal	12/07/2018	12.7.18 PR	Support Program - 2000-5000:2800- Support Ser. I	First Bank	0525 · Unemployment Insurance	-3,174.01	387,383.18
Check	12/07/2018	DBT	Public School on Tap		0584 · Staff Appreciation	-1,210.00	386,173.18
Check	12/07/2018	DBT	Amazon.com		Office Supplies	-29.97	386,143.21
Check	12/07/2018	DBT	Amazon.com		0640 · Books and Materials	-44.85	386,098.36
Check	12/08/2018	DBT	Amazon.com		0733 · Furnitures and Fixtures	-54.27	386,044.09
Check	12/10/2018	DBT	Crown Lanes		0584 · Staff Appreciation	-543.26	385,500.83
Check	12/10/2018	DBT	Amazon.com		0610 · General Supplies	-19.49	385,481.34
Check	12/10/2018	DBT	Ashley Home		0733 · Furnitures and Fixtures	-215.28	385,266.06
Check	12/10/2018	DBT	Wayfair		0733 · Furnitures and Fixtures	-167.92	385,098.14
Check	12/11/2018	DBT	King soopers	Bus passes	0515 · Shuttle Fees	-35.25	385,062.89
Check	12/11/2018	DBT	Walmart	TEACHER'S SUPPLIES	0610 · General Supplies	-72.74	384,990.15
Check	12/11/2018	DBT	Amazon.com		0610 · General Supplies	-27.70	384,962.45

Compass Academy
Bank Transaction Detail
As of December 31, 2018

Type	Date	Num	Name	Memo	Split	Amount	Balance
General Journal	12/12/2018	kickboard		Bill.com 12/12/18 Payments	1072 · Bill.com Money Out Clearing	-13,203.91	371,758.54
Check	12/12/2018	DBT	Walmart		0630 · Food -Snack (BOLD FS FUND ONLY)	-14.26	371,744.28
Deposit	12/12/2018			Deposit	0890 · Bad Debt	18.51	371,762.79
Bill Pmt -Check	12/13/2018	ACH	United Healthcare	Inv #692980047184	7421 · Accounts Payable	-142.95	371,619.84
Bill Pmt -Check	12/13/2018	2367	Celeste Rodriguez		7421 · Accounts Payable	-100.00	371,519.84
Bill Pmt -Check	12/13/2018	2368	Jessica Proett		7421 · Accounts Payable	-100.00	371,419.84
Deposit	12/13/2018			Deposit	1990 · Other Revenue	211.00	371,630.84
Check	12/13/2018	DBT	St Jude		1990 · Other Revenue	-211.00	371,419.84
Deposit	12/13/2018			Deposit	1740a · Uniforms/Other	730.00	372,149.84
Check	12/13/2018	DBT	Blick		0610 · General Supplies	-11.74	372,138.10
Check	12/13/2018	DBT	Olive Garden		0630 · Food -Snack (BOLD FS FUND ONLY)	-224.13	371,913.97
Check	12/13/2018	DBT	Amazon.com		0610 · General Supplies	-32.89	371,881.08
Check	12/13/2018	2370	Christopher Scott		0320a · Contracted services	-50.00	371,831.08
Check	12/14/2018	ACH	PERA		-SPLIT-	-26,244.33	345,586.75
Check	12/14/2018	ACH	Voya Financial		401(k) Liability	-2,393.86	343,192.89
Bill Pmt -Check	12/14/2018	2371	Carolina Martinez Gomez		7421 · Accounts Payable	-86.25	343,106.64
Bill Pmt -Check	12/14/2018	2372	Bernabe Valdivia-Ramos		7421 · Accounts Payable	-309.58	342,797.06
Bill Pmt -Check	12/14/2018	2373	Eva Hernandez		7421 · Accounts Payable	-344.10	342,452.96
Bill Pmt -Check	12/14/2018	2374	Raquel Zapata		7421 · Accounts Payable	-125.40	342,327.56
General Journal	12/14/2018	kickboard		Bill.com 12/14/18 Payments	1072 · Bill.com Money Out Clearing	-15.76	342,311.80
Check	12/14/2018	DBT	Microsoft		0534 · Online Services	-26.95	342,284.85
Bill Pmt -Check	12/14/2018	2375	Denver Public Schools		7421 · Accounts Payable	-17,922.04	324,362.81
General Journal	12/14/2018	12.14.18 PR	Support Program - 2000-5000:2500 - Business Ser	First Bank	0313b · Payroll Expenses	-135,529.12	188,833.69
General Journal	12/14/2018	12.14.18 PR	Support Program - 2000-5000:2500 - Business Ser	First Bank	0313b · Payroll Expenses	-10,134.10	178,699.59
General Journal	12/14/2018	12.14.18 PR	Support Program - 2000-5000:2500 - Business Ser	First Bank	0313b · Payroll Expenses	-27,413.37	151,286.22
General Journal	12/14/2018	12.14.18 PR	Support Program - 2000-5000:2500 - Business Ser	First Bank	0313b · Payroll Expenses	-311.50	150,974.72
Check	12/14/2018	DBT	TFD SUPPLIES		0650 · Software	-40.00	150,934.72
Check	12/14/2018	DBT	Amazon.com		Office Supplies	-6.89	150,927.83
Check	12/14/2018	DBT	Amazon.com		0640 · Books and Materials	-438.72	150,489.11
Check	12/14/2018	DBT	Sam's Club		0630 · Food -Snack (BOLD FS FUND ONLY)	-1,347.00	149,142.11
General Journal	12/17/2018	EARRS		Bill.com 12/17/18 Payments	1072 · Bill.com Money Out Clearing	-1,115.76	148,026.35
Check	12/17/2018	DBT	Amazon.com		0610 · General Supplies	-20.99	148,005.36
Check	12/17/2018	DBT	Amazon.com		0610 · General Supplies	-124.95	147,880.41
Check	12/17/2018	DBT	Amazon.com		0610 · General Supplies	-143.84	147,736.57
Check	12/17/2018	DBT	Amazon.com		0640 · Books and Materials	-261.70	147,474.87
Check	12/18/2018	DBT	Target		0610 · General Supplies	-220.00	147,254.87
Check	12/18/2018	DBT	King soopers	PARENT MEETING	0630 · Food -Snack (BOLD FS FUND ONLY)	-13.37	147,241.50
Check	12/18/2018	DBT	Westwood	recruitment	0533 · Postage	-700.00	146,541.50
Check	12/18/2018	DBT	Save-a-lot	parent meeting	0630 · Food -Snack (BOLD FS FUND ONLY)	-35.67	146,505.83
Check	12/18/2018	DBT	Walmart	STUDENT DANCE	0612 · Student Incentives	-79.31	146,426.52
Check	12/18/2018	DBT	Amazon.com		0610 · General Supplies	-10.44	146,416.08
Check	12/18/2018	DBT	Amazon.com		0610 · General Supplies	-83.96	146,332.12
Check	12/18/2018	DBT	Amazon.com		0640 · Books and Materials	-145.18	146,186.94
Deposit	12/18/2018			Deposit	0650 · Software	129.87	146,316.81
Deposit	12/18/2018			Deposit	0650 · Software	129.87	146,446.68
Check	12/19/2018	DBT	Target	GIFT CARDS	0610 · General Supplies	-60.00	146,386.68
Deposit	12/20/2018			Deposit	-SPLIT-	10,450.00	156,836.68

Compass Academy
Bank Transaction Detail
As of December 31, 2018

Type	Date	Num	Name	Memo	Split	Amount	Balance
Bill Pmt -Check	12/20/2018	2376	Yessica Luna Ramos		7421 · Accounts Payable	-95.99	156,740.69
Bill Pmt -Check	12/20/2018	2377	Yolanda Loya		7421 · Accounts Payable	-80.40	156,660.29
Bill Pmt -Check	12/20/2018	2378	Carolina Martinez Gomez		7421 · Accounts Payable	-183.75	156,476.54
Bill Pmt -Check	12/20/2018	2379	Carolina Martinez Gomez		7421 · Accounts Payable	-41.25	156,435.29
Bill Pmt -Check	12/20/2018	2380	Denise Thorne (v)		7421 · Accounts Payable	-70.00	156,365.29
Bill Pmt -Check	12/20/2018	2381	Trino Vargas		7421 · Accounts Payable	-90.00	156,275.29
Bill Pmt -Check	12/20/2018	2382	Steicy Mendoza		7421 · Accounts Payable	-326.25	155,949.04
Bill Pmt -Check	12/20/2018	2383	Lyanne Kue		7421 · Accounts Payable	-45.00	155,904.04
Bill Pmt -Check	12/20/2018	2384	Eva Hernandez		7421 · Accounts Payable	-212.28	155,691.76
Bill Pmt -Check	12/20/2018	2385	Bernabe Valdivia-Ramos		7421 · Accounts Payable	-90.00	155,601.76
Bill Pmt -Check	12/20/2018	2386	Bernabe Valdivia-Ramos		7421 · Accounts Payable	-180.00	155,421.76
Bill Pmt -Check	12/20/2018	2387	Claudia Miranda Morales		7421 · Accounts Payable	-45.06	155,376.70
Bill Pmt -Check	12/20/2018	2388	Yessica Luna Ramos		7421 · Accounts Payable	-162.99	155,213.71
Bill Pmt -Check	12/20/2018	2389	Abigail Molina		7421 · Accounts Payable	-582.18	154,631.53
Bill Pmt -Check	12/20/2018	2390	Eva Hernandez		7421 · Accounts Payable	-161.25	154,470.28
Bill Pmt -Check	12/20/2018	2391	Trino Vargas		7421 · Accounts Payable	-146.25	154,324.03
Bill Pmt -Check	12/20/2018	2392	Raquel Zapata		7421 · Accounts Payable	-575.40	153,748.63
Bill Pmt -Check	12/20/2018	2393	Yolanda Loya		7421 · Accounts Payable	-575.10	153,173.53
Bill Pmt -Check	12/20/2018	2394	Claudia Miranda Morales		7421 · Accounts Payable	-91.65	153,081.88
Bill Pmt -Check	12/20/2018	2395	Anahi Coronado		7421 · Accounts Payable	-157.68	152,924.20
Bill Pmt -Check	12/20/2018	2396	Monique Desousa		7421 · Accounts Payable	-45.00	152,879.20
Bill Pmt -Check	12/20/2018	2397	Eva Hernandez		7421 · Accounts Payable	-140.40	152,738.80
Bill Pmt -Check	12/20/2018	2398	Aron Molina Chavez		7421 · Accounts Payable	-50.94	152,687.86
Bill Pmt -Check	12/20/2018	2399	Erin Harned		7421 · Accounts Payable	-113.10	152,574.76
Bill Pmt -Check	12/20/2018	2400	Monique Desousa		7421 · Accounts Payable	-50.94	152,523.82
Bill Pmt -Check	12/20/2018	2401	Steicy Mendoza		7421 · Accounts Payable	-116.25	152,407.57
Bill Pmt -Check	12/20/2018	2402	Babirye Nteza		7421 · Accounts Payable	-49.86	152,357.71
Bill Pmt -Check	12/20/2018	2403	Aron Molina Chavez		7421 · Accounts Payable	-53.10	152,304.61
Bill Pmt -Check	12/20/2018	2404	Denise Thorne (v)		7421 · Accounts Payable	-64.58	152,240.03
Bill Pmt -Check	12/20/2018	2405	Carolina Martinez Gomez		7421 · Accounts Payable	-150.00	152,090.03
Check	12/20/2018	DBT	Walmart		0610 · General Supplies	-84.49	152,005.54
Check	12/20/2018	DBT	Papa Johns	Pizza for 7th grade field trip	0630 · Food -Snack (BOLD FS FUND ONLY)	-216.19	151,789.35
Check	12/20/2018	DBT	Amazon.com		Office Supplies	-39.99	151,749.36
Check	12/20/2018	DBT	Amazon.com		Office Supplies	-61.30	151,688.06
Check	12/20/2018	DBT	Amazon.com		0610 · General Supplies	-94.65	151,593.41
Check	12/20/2018	DBT	Spider Monkey	7th grade field trip	0513 · Contracted Field Trips	-1,200.00	150,393.41
Check	12/20/2018	DBT	Little Caesars	Pizza for 7th grade dance	0513 · Contracted Field Trips	-55.00	150,338.41
Check	12/20/2018	DBT	EPromos		Student Recruitment	-410.03	149,928.38
Bill Pmt -Check	12/20/2018	2407	Raquel Zapata	Inv #12242018	7421 · Accounts Payable	-292.50	149,635.88
General Journal	12/21/2018	11.30.21 P		Bill.com 12/21/18 Payments	1072 · Bill.com Money Out Clearing	-71,898.87	77,737.01
Check	12/21/2018	DBT	Amazon.com		0610 · General Supplies	-19.94	77,717.07
Check	12/21/2018	DBT	Little Caesars	Pizza for student dance	0630 · Food -Snack (BOLD FS FUND ONLY)	-110.00	77,607.07
Deposit	12/21/2018			Deposit	-SPLIT-	222,425.88	300,032.95
Check	12/22/2018	DBT	Amazon.com		Office Supplies	-22.89	300,010.06
Check	12/24/2018	DBT	Facebook		Student Recruitment	-30.00	299,980.06
Check	12/28/2018	DBT	Bill.com	Monthly charges	0313a · Bank Fees	-128.58	299,851.48
Check	12/31/2018			Service Charge	0313a · Bank Fees	-4.00	299,847.48

Compass Academy
Bank Transaction Detail
As of December 31, 2018

Type	Date	Num	Name	Memo	Split	Amount	Balance
Deposit	12/31/2018			Interest	1500 · Interest Income	51.83	299,899.31
Total 8101 · First Bank						-89,147.01	299,899.31
TOTAL						**-89,147.01**	**299,899.31**

Compass Academy
Profit & Loss Budget vs. Actual Expanded
July through December 2018

	Jul - Dec 18	Budget	$ Over Budget	% of Budget
Income				
1000 · Local Revenue Source				
1500 · Interest Income	380.41			
1700 · Pupil Activities				
1760 · Gifts/Contributions	2,000.00			
Total 1700 · Pupil Activities	2,000.00			
1740 · Fees				
1740a · Uniforms/Other	9,577.39			
1740 · Fees - Other	0.00	14,000.00	-14,000.00	0.0%
Total 1740 · Fees	9,577.39	14,000.00	-4,422.61	68.41%
1900 · Other Revenue from Local Source				
1990 · Other Revenue	37.50	7,000.00	-6,962.50	0.54%
Total 1900 · Other Revenue from Local Source	37.50	7,000.00	-6,962.50	0.54%
1920 · Grant income				
A to Z	700.00			
Denver Foundation	8,450.00			
El Pomar	50,000.00			
1920 · Grant income - Other	96,991.53	960,119.00	-863,127.47	10.1%
Total 1920 · Grant income	156,141.53	960,119.00	-803,977.47	16.26%
1954 · Mill Levy Funding				
1998 MLO Literacy	19,828.34	42,034.00	-22,205.66	47.17%
1998 MLO Technology	5,408.03	11,464.00	-6,055.97	47.17%
2003 MLO Academic Achievement	4,506.17	9,552.00	-5,045.83	47.18%
2003 MLO Textbooks	6,308.29	13,373.00	-7,064.71	47.17%
2012 MLO Enrichment and Support	19,633.39	41,620.00	-21,986.61	47.17%
2012 MLO Secondary Arts	22,781.21	48,293.00	-25,511.79	47.17%
2012 MLO Technology	10,232.76	21,692.00	-11,459.24	47.17%
2012 MLO Textbooks	10,232.76	21,692.00	-11,459.24	47.17%
2012 MLO Tutoring	45,253.55	95,932.00	-50,678.45	47.17%
2016 MLO Classroom Technology	14,909.34	31,606.00	-16,696.66	47.17%
2016 MLO Equalization	40,237.19	21,736.00	18,501.19	185.12%
2016 MLO Great Teachers	32,748.30	69,422.00	-36,673.70	47.17%
2016 MLO Support for WholeChild	33,880.33	71,822.00	-37,941.67	47.17%
2017-19 MLO Tech Bond	0.00	28,728.00	-28,728.00	0.0%
Total 1954 · Mill Levy Funding	265,959.66	528,966.00	-263,006.34	50.28%
Total 1000 · Local Revenue Source	434,096.49	1,510,085.00	-1,075,988.51	28.75%
3000 · State Revenue				
3113 · Capital Construction Fund	23,343.54	44,315.00	-20,971.46	52.68%
3139 · ELPA PD	13,550.75	5,814.00	7,736.75	233.07%
3140 · ELPA Special Ed	11,405.80	4,313.00	7,092.80	264.45%
3150 · Gifted and Talented	2,746.60			
3183 · EARSS	75,961.24	200,000.00	-124,038.76	37.98%
3192a · School Counselor Corps	0.00	80,000.00	-80,000.00	0.0%
Total 3000 · State Revenue	127,007.93	334,442.00	-207,434.07	37.98%
4000 · Federal Revenue				
4954 · Federal Revenue - passthrough				
Parent Involvement	0.00	1,816.00	-1,816.00	0.0%
4010a · Title I	0.00	133,630.00	-133,630.00	0.0%
4365a · Title III	3,605.00	11,005.00	-7,400.00	32.76%
4367a · Title II	3,584.36	10,976.00	-7,391.64	32.66%
7365a · Title III Set Aside	0.00	433.00	-433.00	0.0%
9206a · Charter Credit	0.00	36,090.00	-36,090.00	0.0%
Total 4954 · Federal Revenue - passthrough	7,189.36	193,950.00	-186,760.64	3.71%
Total 4000 · Federal Revenue	7,189.36	193,950.00	-186,760.64	3.71%
5700 · PPR	1,385,564.47	2,937,223.00	-1,551,658.53	47.17%
Total Income	1,953,858.25	4,975,700.00	-3,021,841.75	39.27%
Gross Profit	1,953,858.25	4,975,700.00	-3,021,841.75	39.27%
Expense				
0100 · Salaries				
100 · Administration	133,023.42	483,939.00	-350,915.58	27.49%
200 · Professional Staff Salaries	793,795.06	1,795,037.00	-1,001,241.94	44.22%
300 · Other Professional	133,343.38	28,599.00	104,744.38	466.25%
400 · Paraprofessional	10,101.47			
500 · Clerical	22,658.97	103.00	22,555.97	21,999.0%
0100 · Salaries - Other	0.00	20,000.00	-20,000.00	0.0%
Total 0100 · Salaries	1,092,922.30	2,327,678.00	-1,234,755.70	46.95%
0200 · Employee Benefits				
Clerical Benefits				

Compass Academy
Profit & Loss Budget vs. Actual Expanded
July through December 2018

	Jul - Dec 18	Budget	$ Over Budget	% of Budget
5.0211 · L&STD Insurance	2.70			
5.0221 · Medicare	241.74	1.00	240.74	24,174.0%
5.0230 · PERA	1,548.20	6.00	1,542.20	25,803.33%
5.0251 · Health Benefits	1,887.99			
5.0290 · PCOPS	2,473.99	10.00	2,463.99	24,739.9%
Total Clerical Benefits	6,154.62	17.00	6,137.62	36,203.65%
Other Professional Benefits				
3.0211 · L&STD Insurance	5.40			
3.0221 · Medicare	1,332.64	3,470.00	-2,137.36	38.41%
3.0230 · PERA	8,111.72	14,947.00	-6,835.28	54.27%
3.0251 · Health Benefits	5,936.41	15,120.00	-9,183.59	39.26%
3.0290 · PCOPS	12,962.35	22,833.00	-9,870.65	56.77%
Total Other Professional Benefits	28,348.52	56,370.00	-28,021.48	50.29%
Paraprofessional Benefits				
4.0221 · Medicare	144.59			
4.0230 · PERA	589.21			
4.0290 · PCOPS	941.56			
Total Paraprofessional Benefits	1,675.36			
Principal / Director Benefits				
1.0211 · L&STD Insurance	5.40			
1.0221 · Medicare	1,322.01	5,903.00	-4,580.99	22.4%
1.0230 · PERA	7,225.92	25,424.00	-18,198.08	28.42%
1.0251 · Health Benefits	4,745.24	15,120.00	-10,374.76	31.38%
1.0290 · PCOPS	11,546.94	38,838.00	-27,291.06	29.73%
Total Principal / Director Benefits	24,845.51	85,285.00	-60,439.49	29.13%
Teachers/Certified Benefits				
2.0211 · L&STD Insurance	360.45	1.35	359.10	26,700.0%
2.0221 · Medicare	12,302.47	23,508.33	-11,205.86	52.33%
2.0230 · PERA	43,634.68	101,534.54	-57,899.86	42.98%
2.0251 · Health Benefits	58,510.03	104,557.79	-46,047.76	55.96%
2.0252 · Dental Benefits	73.23			
2.0253 · Vision Benefits	120.01			
2.0290 · PCOPS	71,692.87	148,474.99	-76,782.12	48.29%
Total Teachers/Certified Benefits	186,693.74	378,077.00	-191,383.26	49.38%
Total 0200 · Employee Benefits	247,717.75	519,749.00	-272,031.25	47.66%
0300 · Purchased Profess and Tech Serv				
0313a · Bank Fees	312.59	2,424.00	-2,111.41	12.9%
0313b · Payroll Expenses	2,535.18			
0320 · Educational Prof Services				
0320a · Contracted services	184,845.02	341,607.00	-156,761.98	54.11%
0320b · Substitutes	17,760.00	43,750.00	-25,990.00	40.59%
0320c · Whole Child Enrichment	24,700.00	30,150.00	-5,450.00	81.92%
0320 · Educational Prof Services - Other	24,012.50	241,495.00	-217,482.50	9.94%
Total 0320 · Educational Prof Services	251,317.52	657,002.00	-405,684.48	38.25%
0330 · Other Professional Services	112.50			
0331 · Legal	0.00	2,332.00	-2,332.00	0.0%
0332 · Audit	7,500.00	7,538.00	-38.00	99.5%
0339 · Business Services	39,734.00	76,350.00	-36,616.00	52.04%
0340 · Technical Services	11,785.00	80,000.00	-68,215.00	14.73%
Total 0300 · Purchased Profess and Tech Serv	313,296.79	825,646.00	-512,349.21	37.95%
0400 · Purchased Prop. Services				
0442 · Rental of Equipment	7,258.95	16,000.00	-8,741.05	45.37%
Total 0400 · Purchased Prop. Services	7,258.95	16,000.00	-8,741.05	45.37%
0430 · Repairs and Maint	1,560.00	2,010.00	-450.00	77.61%
0500 · Other Purchased Services				
0531 · Phone/Office	1,470.69	5,400.00	-3,929.31	27.24%
0533 · Postage	939.95	2,010.00	-1,070.05	46.76%
0534 · Online Services	76,229.77	77,756.00	-1,526.23	98.04%
0540 · Advertising				
Staff Recruitment	1,695.25	7,035.00	-5,339.75	24.1%
Student Recruitment	8,934.97	14,070.00	-5,135.03	63.5%
0540 · Advertising - Other	5,260.97			
Total 0540 · Advertising	15,891.19	21,105.00	-5,213.81	75.3%
Total 0500 · Other Purchased Services	94,531.60	106,271.00	-11,739.40	88.95%
0511 · To & From School Transportation	3,219.84			
0513 · Contracted Field Trips	5,523.96	34,783.00	-29,259.04	15.88%
0515 · Shuttle Fees	94.00	1,000.00	-906.00	9.4%
0520 · Insurance Premiums				

Compass Academy
Profit & Loss Budget vs. Actual Expanded
July through December 2018

	Jul - Dec 18	Budget	$ Over Budget	% of Budget
0521 · Liability Insurance	12,024.10			
0525 · Unemployment Insurance	1,661.84	5,629.00	-3,967.16	29.52%
0526 · Worker's Comp Insurance	8,706.00	14,636.00	-5,930.00	59.48%
0520 · Insurance Premiums - Other	0.00	22,848.00	-22,848.00	0.0%
Total 0520 · Insurance Premiums	22,391.94	43,113.00	-20,721.06	51.94%
0580 · Travel, Regis, Ent				
0584 · Staff Appreciation	5,719.40	6,030.00	-310.60	94.85%
0580 · Travel, Regis, Ent - Other	4,888.77	25,000.00	-20,111.23	19.56%
Total 0580 · Travel, Regis, Ent	10,608.17	31,030.00	-20,421.83	34.19%
0594 · District Purchased Services				
0594.1 · SPED FEE 1700	52,411.21			
0594.2 · NURSE/PSYCH/SECURITY - 0594	79,683.73			
0594.3 · Facility Use Fee	122,591.82			
0594.4 · Shuttle Fees	23,299.50			
0594 · District Purchased Services - Other	0.00	578,136.00	-578,136.00	0.0%
Total 0594 · District Purchased Services	277,986.26	578,136.00	-300,149.74	48.08%
0595 · Denver Overhead Costs	56,587.68	123,604.00	-67,016.32	45.78%
0596 · Charter Food Authority	1,084.88			
0600 · Supplies				
0610 · General Supplies				
Office Supplies	4,130.58	15,000.00	-10,869.42	27.54%
0610 · General Supplies - Other	23,765.45	75,000.00	-51,234.55	31.69%
Total 0610 · General Supplies	27,896.03	90,000.00	-62,103.97	31.0%
0612 · Student Incentives	369.01	3,198.00	-2,828.99	11.54%
0630 · Food -Snack (BOLD FS FUND ONLY)	7,844.32	2,512.00	5,332.32	312.27%
0650 · Software	2,289.90	1,508.00	781.90	151.85%
0690 · Uniforms	12,857.42	10,000.00	2,857.42	128.57%
Total 0600 · Supplies	51,256.68	107,218.00	-55,961.32	47.81%
0640 · Books and Materials	3,732.88	15,000.00	-11,267.12	24.89%
0700 · Property				
0733 · Furnitures and Fixtures	7,684.65	6,030.00	1,654.65	127.44%
0734 · Technology Equipment	23,397.32	40,050.00	-16,652.68	58.42%
Total 0700 · Property	31,081.97	46,080.00	-14,998.03	67.45%
0800 · Other Objects				
0840 · Contingency	0.00	143,685.00	-143,685.00	0.0%
0890 · Bad Debt	90.33	1,005.00	-914.67	8.99%
Total 0800 · Other Objects	90.33	144,690.00	-144,599.67	0.06%
0810 · Dues and Fees	2,984.05	2,386.00	598.05	125.07%
0900 · XQ Objects	450.00	42,149.00	-41,699.00	1.07%
Total Expense	2,224,380.03	4,966,543.00	-2,742,162.97	44.79%
Net Income	-270,521.78	9,157.00	-279,678.78	-2,954.26%

COMPASS ACADEMY

Denver Public School District

Denver County

2018 - 2019

Proposed Revised Budget

November 29, 2018

APPROPRIATION RESOLUTION

Be it resolved by the Board of Education of COMPASS ACADEMY
located in Denver Public School District in Denver County
that the amounts shown in the following schedule be appropriated to each fund
as specified in the Proposed Revised Budget for the ensuing fiscal year beginning
July 1, 2018 and ending June 30, 2019

FUND		APPROPRIATION AMOUNT	EXPENDITURES + APPROPRIATED RESERVES
1. General Fund	1	4,627,297	4,627,297
1a. Charter Schools	1a.	-	-
1b. Insurance Reserve Fund	1b.	-	-
1c. Pre-School Fund	1c.	-	-
Special Revenue Funds:			
2. Capital Reserve Special Revenue Fund	2	-	-
3. Governmental Designated-Purpose Grants Fund	3	-	-
4. Pupil Activity Special Revenue Fund	4	-	-
5. Full Day Kindergarten Mill Levy Override Fund	5	-	-
6. Transportation Fund	6	-	-
7. Other Special Revenue Funds	7	-	-
7. Bond Redemption Fund	8	-	-
Capital Projects Funds:			
9. Building Fund	9	-	-
10. Special Building and Technology Fund	10	-	-
11. Capital Reserve Capital Projects Fund	11	-	-
Enterprise Funds:			
12. Food Service Fund	12	-	-
13. Other Enterprise Funds	13	-	-
Internal Service Funds:			
14. Risk-Related Activity Fund	14	-	-
15. Other Internal Service Funds	15	-	-
Trust/Agency Funds:			
16. Fiduciary Fund	16	-	-
17. Private Purpose Trust Funds	17	-	-
18. Agency Fund	18	-	-
19. Pupil Activity Agency Fund	19	-	-
20. Foundations	20	-	-
21. Component Units	21	-	-
TOTAL APPROPRIATION	22	4,627,297	4,627,297

Date of Adoption Signature of Board President

COMPASS ACADEMY
2018 - 2019 Proposed Revised Budget

	FY18 Revised Adopted Budget	FY18 Actuals	FY19 Adopted Budget	General FY19 Revised Budget	Grants FY19 Revised Budget	FY19 Proposed Revised Budget
Beginning Fund Balance	**$ 213,039**	**$ 213,039**	**$ 346,239**	**$ 346,239**	**$ -**	**$ 346,239**
Revenue						
Local Revenue	1,097,554	1,030,169	1,510,086	96,000	1,177,580	1,273,580
State Revenue	337,255	353,920	334,442	-	346,898	346,898
Federal Revenue	224,702	222,712	193,950	-	229,531	229,531
Per Pupil Funding	2,690,402	2,706,406	2,937,221	2,779,870	-	2,779,870
Total Revenue	**4,349,913**	**4,313,207**	**4,975,700**	**2,875,870**	**1,754,009**	**4,629,879**
Transfers	-	-	-	-	-	-
Expenditures						
Salaries	1,830,825	1,837,740	2,312,829	1,254,373	910,638	2,165,011
Employee Benefits	412,361	397,717	534,598	407,175	113,384	520,560
Purchased Professional and Technical Services	787,888	764,676	825,646	385,120	469,774	854,894
Purchased Property Services	16,000	16,038	16,000	16,000	-	16,000
Repairs and Maintenance Services	2,000	1,634	2,010	2,010	-	2,010
Student Transportation	-	4,369	-	-	-	-
Contracted Field Trips	33,475	22,866	34,783	12,000	-	12,000
Student Transportation Purchased from Contractor	8,000	259	1,000	1,000	-	1,000
Insurance Premiums	42,264	33,857	43,113	41,889	-	41,889
Other Purchased Services	85,200	64,804	106,271	56,753	48,962	105,715
Tuition - Other	-	-	-	-	-	-
Travel, Registration, and Entrance	71,100	43,659	31,030	6,030	14,211	20,241
District Purchased Services	512,021	534,795	578,135	512,717	41,941	554,658
District Admin Overhead	99,775	101,630	123,604	116,983	-	116,983
SFA Purchased Services	-	-	-	-	-	-
Supplies	133,567	130,794	104,706	85,194	19,512	104,706
Food	22,400	14,720	2,512	15,000	-	15,000
Books and Periodicals	20,000	18,846	15,000	(7,373)	13,373	6,000
Land and Improvements	8,000	-	-	-	-	-
Buildings	-	-	-	-	-	-
New Construction	-	-	-	-	-	-
Equipment	61,100	50,626	40,050	50	40,000	40,050
Property	6,000	6,901	6,030	6,030	-	6,030
Non-Capital Equipment	-	140	-	-	-	-
Other Objects	3,374	3,560	3,391	3,391	-	3,391
Interest	-	-	-	-	-	-
Contingency	40,468	-	143,685	10,000	-	10,000
Indirect Costs	-	-	-	-	-	-
Other Uses of Funds	20,895	-	42,149	-	31,159	31,159
Redemption of Principal	-	-	-	-	-	-
Total Expenditures	**4,216,713**	**4,049,631**	**4,966,543**	**2,924,342**	**1,702,955**	**4,627,297**
Net Income	**133,200**	**263,576**	**9,157**	**(48,472)**	**51,054**	**2,582**
TABOR Reserve	123,756	123,000	143,452	-	-	132,010
Appropriated Fund Balance	-	-	-	-	-	-
Unassigned Fund Balance	222,482	353,615	211,943	297,767	51,054	216,810
Ending Fund Balance	**$ 346,239**	**$ 476,615**	**$ 355,396**	**$ 297,767**	**$ 51,054**	**$ 348,821**

	FY18 Actuals	FY19 Adopted Budget	FY19 Proposed Revised Budget
Instructional Program Code	0018		0018
Enrollment Assumptions			
Total Enrollment	325	336	318
Total K-12 Enrollment	325	336	318
Funded Pupil Count	325	336	318
ECE	0	0	0
Grade K	0	0	0
Grade 1	0	0	0
Grade 2	0	0	0
Grade 3	0	0	0
Grade 4	0	0	0
Grade 5	0	0	0
Grade 6	105	112	94
Grade 7	100	112	113
Grade 8	120	112	111
% Free Lunch	88%	88%	88%
Revenue Assumptions			
PPR			
PPR	8,327.40	8,741.73	8,741.73
Change in PPR	4.20%		4.98%
Local Revenue			
Tuition from Individuals	-	-	-
CCAP	-	-	-
DPP	-	-	-
Earnings on Investments	307.00	-	-
Food Service Revenue from Students	-	-	-
Student Activity and Other Fees	1,244.00	14,000.00	14,000.00
Fundraisers	11,362.00	-	-
Gifts and Contributions from Pupil Activities:Uniforms	150.00	-	-
Other Pupil Activities	13,158	-	-
Rentals and Leases	-	-	-
Contributions and Donations from Private Sources	470,878	75,000	75,000
Contributions and Donations from Private Sources XQ	-	885,119.00	654,331
Contributions and Donations from Private Sources	-	-	-
Contributions and Donations from Private Sources	-	-	-
Contributions and Donations from Private Sources	1	1	-
Instructional Material Fees	-	-	-
Miscellaneous Revenue	19,055.00	7,000.00	7,000
District Growth Rate			1.00%
1988 MLO Literacy	-	-	-
1998 MLO Literacy	127.21	125.10	125.10
1998 MLO Technology	34.70	34.12	34.12
2003 MLO Academic Achievement	28.91	28.43	28.43

2003 MLO HS Graduation	-	-	78.39
2003 MLO Elementary Arts	-	-	-
2003 MLO Textbooks	40.47	39.80	39.80
2003 MLO Kindergarten	-	-	-
2012 MLO Secondary Arts	143.27	143.73	143.73
2012 MLO Enrichment and Student Support	124.65	123.87	123.87
2012 MLO Tutoring - FRL	282.43	285.51	285.51
2012 MLO Technology	64.25	64.56	64.56
2012 MLO Textbooks	64.25	64.56	64.56
2012 MLO Kindergarten	-	-	-
2016 MLO Early Literacy	-	-	-
2016 MLO College and Career Readiness	-	-	-
2016 MLO Technology	-	-	94.07
2016 MLO Great Teachers	-	-	206.61
2016 MLO Whole Child	-	-	213.76
FY17-19 Tech Bond	-	28,728.00	49,809.00
MLO Equalization	174.82	64.69	64.69
State Revenue			
Change in State Revenue			-1.00%
Capital Construction	154.86	131.89	131.89
Supplemental At-Risk Aid	-	-	-
ELPA PD	6,321.00	5,814.40	13,550.75
ECEA - SPED	-	-	-
ELPA	4,688.00	4,312.96	11,405.80
ECARE/CPP	-	-	-
Gifted and Talented	161.72	-	-
State Transportation	-	-	-
Start Smart Nutrition	-	-	-
Child Nutrition	-	-	-
Expelled and At Risk Students	203,842	200,000	200,000
School Counselor Grant	81,400	80,000	80,000
READ Act: Formula Distribution	-	-	-
State Grants to Libraries	-	-	-
Stipends for National Board Certified Educators	-	-	-
Additional At-Risk Aid	14.50	-	-
Federal Revenue			
Change in Federal Revenue			-1.00%
Title I	163,350.00	133,630.00	164,558.00
Title I	-	-	-
Parent Involvement	829.00	1,816.00	1,816.00
IDEA Part B	-	-	-
IDEA Part B - Preschool	-	-	-
Title II	11,156.00	10,976.00	10,976.00
Title III	9,098	11,005	11,005
Title III Set Aside	-	433	433
Title IV	-	-	4,653

School Breakfast Program	-	-	-
National School Lunch Program	-	-	-
Federal Fresh Fruit & Vegetable Program	-	-	-
Charter Credit	38,279	36,090	36,090
CCSP Start-Up	-	-	-
Transfers			
Fund Transfers			-
Expense Assumptions			
Salaries and Benefits			
Annual Salary Increase		0.03	3%
Medicare	1.45%	1.45%	1.45%
PERA	5.59%	6.25%	6.25%
PCOPs	9.60%	9.54%	9.54%
Health Benefit Rate Increase	0.05	0.05	5%
Benefit Participation Rate	1.00	1.00	100%
Health	3,264	3,780	3,780
Dental		-	-
Vision		-	-
Other Benefits		-	-
Other Expense Assumptions			
Average Expense Increase			0.50%
Purchased Professional and Technical Services			
Banking Service Fees	1,533	2,424	2,424
Professional-Educational Services	605,918	-	-
Contracted Services	-	580,750	656,999
Substitutes	-	43,750	37,000
Whole Child Enrichment	-	30,150	30,150
Student Incentives/Activities	-	7	7
Legal Services	-	7	7
Audit Services	7,500	7,538	7,538
Negotiations Services	-	-	-
Consultant Services - Support Services for Instructional Staff	-	-	-
Consultant Services - Support Services for Administration	14,363	-	-
Consultant Services - Business	-	-	-
Medical Services	-	-	-
Other Professional Services - SPED	-	-	-
Other Professional Services - Support Services for Students	-	-	-
Other Professional Services - Business	74,311	76,350	76,350
Technical Services - Central	61,051	80,000	40,000
Technical Services - Facilities Acq and Construction	-	-	-
Other Purchased Professional and Technical Services	-	-	-
Purchased Property Services			
Utility Services	-	-	-
Water/Sewage	-	-	-
Disposal Services	-	-	-
Snow Removal Services	-	-	-
Custodial Services	-	-	-

Lawn Care	-	-	-
Repairs and Maintenance Services - Operations and Maintenance	1,634	2,010	2,010
Repairs and Maintenance Services - Facilities Acq and Construction	-	-	-
Rentals	-	-	-
Rental of Land and Buildings	2,250	-	-
Copier Rental	13,788	16,000	16,000
Contractor Services	-	-	-
Other Purchased Services			
Student Transportation	13	-	-
Contracted Field Trips	22,866	34,783	12,000
Contracted Field Trips	-	-	-
Bus Passes	259	1,000	1,000
Liability Insurance	54	68	68.00
Unemployment Compensation Insurance	5,098	5,629	5,629
Workers' Compensation Insurance	11,085	14,636	14,636
District Multiple-Coverage Insurance	-	-	-
District Student Insurance	-	-	-
Phone	4,367	5,400	5,400
Postage Machine Rental	-	754	-
Postage	1,496	1,256	2,010
Online Services	36,534	68,208	55,442
Online Services	8,885	9,548	9,548
Advertising	-	-	
Student Recruitment	12,128	14,070	26,280
Staff Recruitment	1,394	7,035	7,035
Printing and Binding	-	-	-
Concurrent Enrollment	-	-	-
Travel, Registration, and Entrance	43,659	25,000	14,211
Staff Activities	-	6,030	6,030
Student Travel	-	-	-
District Purchased Service: Nurse/Psych/Social Worker/CSO	103,138	139,887	139,887
Authorizer Admin Fee	313	368	368
Authorizer SpEd Fee	348	322	322
District Shuttle Fee	120	147	147
Shared Campus Fee (CSO, DPD)	860	53	53
District Facility Use	-	773	773
DPS Purchased Food Services	-	9	9
SFA Purchased Services	-	-	-
Supplies			
Instructional Supplies	64,259	75,000	75,000
Office Supplies	34,890	15,000	15,000
Student Incentives/Activities	730	3,198	3,198
Natural Gas	88	-	-
Electricity	-	-	-
Motor Vehicle Fuels	-	-	-
Food	14,720	2,512	15,000
Books and Periodicals	18,846	15,000	6,000

Electronic Media Materials	2,238	1,508	1,508
Other Supplies	28,589	10,000	10,000
Property			
Land and Improvements	-	-	-
Buildings	-	-	-
Leasehold Improvements	-	-	-
New Construction	-	-	-
Equipment	-	-	-
Vehicles	-	-	-
Furniture and Fixtures - Instructional	2,376	-	-
Furniture and Fixtures - Non-Instructional	4,525	6,030	6,030
Technology Equipment - Instructional	20,854	30,000	30,000
Technology Equipment - Non-Instructional	29,772	10,050	10,050
Non-Capital Equipment - Instructional	-	-	-
Non-Capital Equipment - Non-Instructional	140	-	-
Other			
Dues and Fees	2,855	2,386	2,386
Interest	-	-	-
Contingency	-	143,685	**10,000**
Indirect Costs	-	-	-
Miscellaneous Expenditures	705	1,005	1,005
Other Uses of Funds	-	-	31,159
Redemption of Principal	-	-	-

FY19 SUMMARY BUDGET

COMPASS ACADEMY **Proposed Revised Budget** **Adopted November 29, 2018** **Budgeted Pupil Count: 318**	**Object Source**	**10 General Fund**
Beginning Fund Balance (Includes All Reserves)		346,239
Revenues		
Local Sources	1000 - 1999	1,273,580
Intermediate Sources	2000 - 2999	-
State Sources	3000 - 3999	346,898
Federal Sources	4000 - 4999	229,531
Total Revenues		1,850,009
Total Beginning Fund Balance and Reserves		2,196,248
Total Allocations To/From Other Funds	5600,5700, 5800	2,779,870
Transfers To/From Other Funds	5200 - 5300	-
Other Sources	5100,5400, 5500,5900, 5990, 5991	-
Available Beginning Fund Balance & Revenues (Plus Or Minus (If Revenue) Allocations And Transfers)		4,976,118
Expenditures		
Instruction - Program 0010 to 2099		
Salaries	0100	1,480,250
Employee Benefits	0200	360,961
Purchased Services	0300,0400, 0500	914,300
Supplies and Materials	0600	110,706
Property	0700	30,000
Other	0800, 0900	10,000
Total Instruction		2,906,217
Supporting Services		
Students - Program 2100		
Salaries	0100	168,009

FY19 SUMMARY BUDGET

COMPASS ACADEMY **Proposed Revised Budget** **Adopted November 29, 2018**	**Object**	**10**
Employee Benefits	0200	40,296
Purchased Services	0300,0400, 0500	139,887
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total Students		348,193
Instructional Staff - Program 2200		
Salaries	0100	-
Employee Benefits	0200	-
Purchased Services	0300,0400, 0500	14,211
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total Instructional Staff		14,211
General Administration - Program 2300, including Program 2303 and 2304		
Salaries	0100	-
Employee Benefits	0200	-
Purchased Services	0300,0400, 0500	9,745
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total School Administration		9,745
School Administration - Program 2400		
Salaries	0100	379,296
Employee Benefits	0200	84,272
Purchased Services	0300,0400, 0500	54,293
Supplies and Materials	0600	15,000
Property	0700	16,080
Other	0800, 0900	34,550

FY19 SUMMARY BUDGET

COMPASS ACADEMY **Proposed Revised Budget** **Adopted November 29, 2018**	**Object**	**10**
Total School Administration		583,491
Business Services - Program 2500, including Program 2501		
Salaries	0100	-
Employee Benefits	0200	-
Purchased Services	0300,0400, 0500	195,757
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total Business Services		195,757
Operations and Maintenance - Program 2600		
Salaries	0100	60,206
Employee Benefits	0200	14,157
Purchased Services	0300,0400, 0500	18,788
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total Operations and Maintenance		93,150
Student Transportation - Program 2700		
Salaries	0100	-
Employee Benefits	0200	-
Purchased Services	0300,0400, 0500	47,746
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total Student Transportation		47,746
Central Support - Program 2800, including Program 2801		
Salaries	0100	77,250
Employee Benefits	0200	20,874

FY19 SUMMARY BUDGET

COMPASS ACADEMY **Proposed Revised Budget** **Adopted November 29, 2018**	**Object**	**10**
Purchased Services	0300,0400, 0500	327,846
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total Central Support		425,970
Other Support - Program 2900		
Salaries	0100	-
Employee Benefits	0200	-
Purchased Services	0300,0400, 0500	-
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total Other Support		-
Food Service Operations - Program 3100		
Salaries	0100	-
Employee Benefits	0200	-
Purchased Services	0300,0400, 0500	2,817
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total Other Support		2,817
Enterprise Operations - Program 3200		
Salaries	0100	-
Employee Benefits	0200	-
Purchased Services	0300,0400, 0500	-
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total Enterprise Operations		-

FY19 SUMMARY BUDGET

COMPASS ACADEMY **Proposed Revised Budget** **Adopted November 29, 2018**	**Object**	**10**
Community Services - Program 3300		
Salaries	0100	-
Employee Benefits	0200	-
Purchased Services	0300,0400, 0500	-
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total Community Services		-
Education for Adults - Program 3400		
Salaries	0100	-
Employee Benefits	0200	-
Purchased Services	0300,0400, 0500	-
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total Education for Adults Services		-
Total Supporting Services		1,721,080
Property - Program 4000		
Salaries	0100	-
Employee Benefits	0200	-
Purchased Services	0300,0400, 0500	-
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total Property		-
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure		
Salaries	0100	-
Employee Benefits	0200	-

FY19 SUMMARY BUDGET

COMPASS ACADEMY **Proposed Revised Budget** **Adopted November 29, 2018**	**Object**	**10**
Purchased Services	0300,0400, 0500	-
Supplies and Materials	0600	-
Property	0700	-
Other	0800, 0900	-
Total Other Uses		-
Total Expenditures		4,627,297
APPROPRIATED RESERVES		
Other Reserved Fund Balance (9900)	**0840**	-
Other Restricted Reserves (932X)	**0840**	-
Reserved Fund Balance (9100)	**0840**	-
District Emergency Reserve (9315)	**0840**	-
Reserve for TABOR 3% (9321)	**0840**	-
Reserve for TABOR - Multi-Year Obligations (9322)	**0840**	-
Total Reserves		-
Total Expenditures and Reserves		4,627,297
BUDGETED ENDING FUND BALANCE		
Non-spendable fund balance (9900)	**6710**	-
Restricted fund balance (9990)	**6720**	-
TABOR 3% emergency reserve (9321)	**6721**	132,010
TABOR multi year obligations (9322)	**6722**	-
District emergency reserve (letter of credit or real estate) (9323)	**6723**	-
Colorado Preschool Program (CPP) (9324)	**6724**	-
Full day kindergarten reserve (9325)	**6725**	-
Risk-related / restricted capital reserve (9326)	**6726**	-
BEST capital renewal reserve (9327)	**6727**	-
Committed fund balance (9900)	**6750**	-
Committed fund balance (15% limit) (9200)	**6750**	-
Assigned fund balance (9900)	**6760**	-

FY19 SUMMARY BUDGET

COMPASS ACADEMY **Proposed Revised Budget** **Adopted November 29, 2018**	**Object**	**10**
Unassigned fund balance (9900)	**6770**	216,810
Net investment in capital assets (9900)	**6790**	-
Restricted net position (9900)	**6791**	-
Unrestricted net position (9900)	**6792**	-
Total Ending Fund Balance		348,821
Total Available Beginning Fund Balance & Revenues Less Total Expenditures & Reserves Less Ending Fund Balance (Shall Equal Zero (0))		-
Use of a portion of beginning fund balance resolution required?		No

Compass Academy Board January Internal Review and Data Report

COMPASS ACADEMY
Where Learners & Leaders Grow

Short-Term Headlines

Strategic Priority	Status	Key Progress	Current Needs
Data Cycles		Data cycles and aligned coaching being utilized consistently in ELA and Math	Follow-through on the Action Items determined during December's internal review should improve PLT spaces.
Literacy		Identified key actions to improve PLT spaces through CY support, technology usage, and additional literacy-based resources for teachers.	Implementation of CY supports during PLT (within focus lists) needs finalized, and resources to be gathered and provided to teachers prior to January Internal Review meeting.
Math		Math teacher team is committed to ANet coaching and curriculum improvement and is improving.	More focus is needed in constructed response (writing) for math.
Attendance		Teachers perform a deep dive with teachers around attendance data monthly. Large grade level and whole-school campaigns indicate slowing of attendance declines and improvement in 80-89% Tier.	Tier 2 and 3 supports for chronic attendance students remain a challenge, but recent shifts in the Diverse Learner/Wellbeing team will allow for greater bandwidth for these students starting in January.
Culture		Reorganization of Diverse Learner and Wellbeing responsibilities and caseloads will permit efficiency and focus.	Additional support for culture/trauma support is needed for both administrators and for teachers.

Overarching Priority 1: Data Cycles and Coaching

Metrics for Strategy's Success (with status):

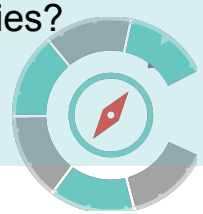
1. All prioritized standards and instructional strategies determined through our data cycle are occurring in 80% of observed spaces.

Key Support Strategies (with status):

1. ANet driven PD and coaching for math/ELA teachers
2. Strong data cycles utilizing specific interim data
3. PLT/Intervention spaces support key gaps
4. School wide instructional approaches that support literacy
5. Daily expectations of PARCC assessment exposure through Do Now and Exit Ticket utilizing ANet tools for CMAS alignment.

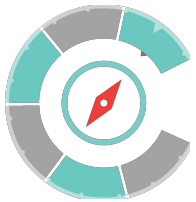
Internal Review Questions to Monitor This Strategy:

1. Do we have shared clarity on the strategic priorities and major goals?
2. Are the coaching and data cycle structures in place to support our content based strategies?



Overarching Priority 1: Data Cycles and Coaching

Action Item	Status	Next Steps	Responsible	Other Notes
Launch monthly internal review process	**On Track**	Next meeting scheduled for Jan 28	Laura	
Confirm assessments to use to measure growth and predict performance	**On Track**	MAP testing shifting to spring (no winter assessment). STAR Reading implemented monthly within Science classes.	Compass Leadership / SDD	ACCESS testing throughout January. HSA administered 1/16-1/18



Priority 2: Literacy

Metrics for Strategy's Success (with status):

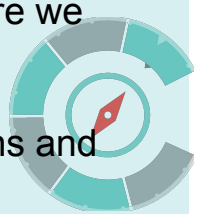
1. All students grow 1.5-3.5 years in reading (STAR Reading).
2. 80% of students hit individually determined ELA PARCC growth goal (as determined by previous performance band).
3. Prioritized reading strategies are being implemented in 80% of classrooms.

Key Support Strategies (with status):

1. ANet Partnership
2. Implementation of Sheltering Strategies/Close Reading Strategies/Signposts
3. Incorporate reading standards across content, identify groups for differentiation
4. Lesson plan reviews for implementation of reading strategies
5. Multiple teachers in spaces, Spanish push-in supports, 4 kinds of PLT, ELD push-in strategy

Internal Review Questions to Monitor This Strategy:

1. Are students on track to meet growth targets and show improvement on state assessments?
2. Are coaching and individual support structures working and how do we know? Are we implementing with fidelity?
3. Are PD and group learning structures working and how do we know? Is ANet support working?
4. Who is performing on which standards/focus questions and what are we doing about it? Are we using interim assessment data to drive instruction across all instructional spaces at CA?
5. How well are specific interventions working? (Including push in, PLT, utilization of CY)
6. Are key instructional practices being consistently implemented in support of focus questions and standards aligned grade level appropriate instruction?
7. Is literacy and reading growth being reinforced across all instructional spaces?



Review of lesson plans in Science and Social Studies indicates increased emphasis on literacy, specifically writing. CM usage still needs improvement

Social Studies Lesson Plan Review of WaaGs since Fall Break

	ELA Std Included	ELA Std Taught	Lit Strat. Named	Text Engagement	2nd Adult Lit Support Present	Writing Component
6th						
7th						
8th						

Science Lesson Plan Review of WaaGs since Fall Break

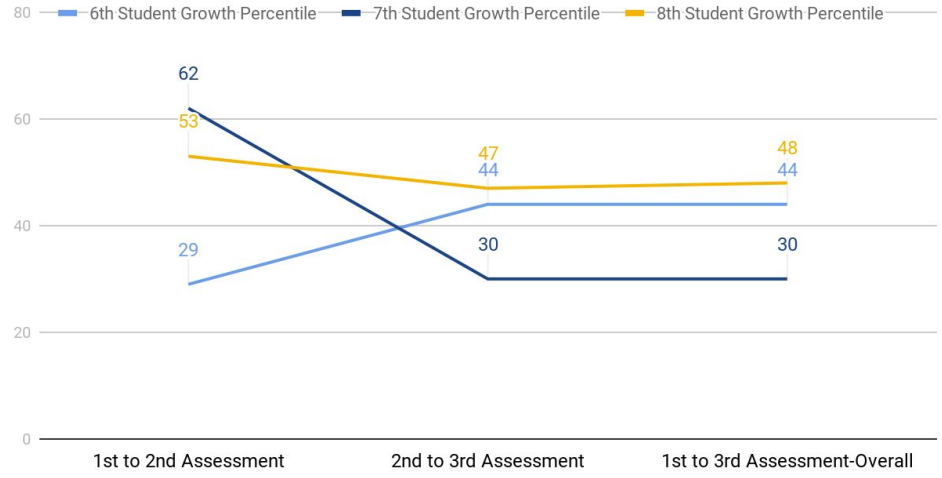
	ELA Std Included	ELA Std Taught	Lit Strat. Named	Text Engagement	2nd Adult Lit Support Present	Writing Component
6th						
7th*	NA	NA	NA	NA	NA	NA
8th**						

*7th Grade teacher did not provide lesson plans for review. A promising new Science teacher started in Semester 2

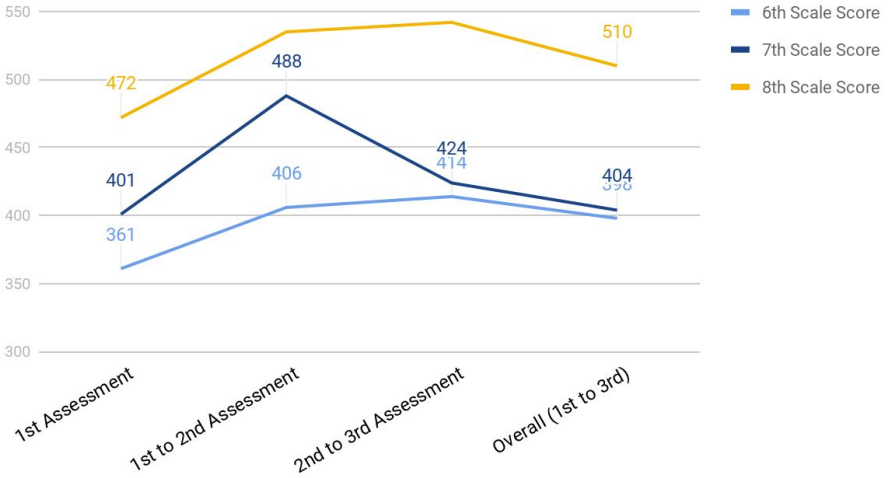
**8th Grade used SEPUP provided lesson plans which does not indicate a writing component. However, classroom observations and teacher check-ins indicate writing focus.

Overall STAR Performance & Growth Indicators - How much have students grown on average since the beginning of the year?

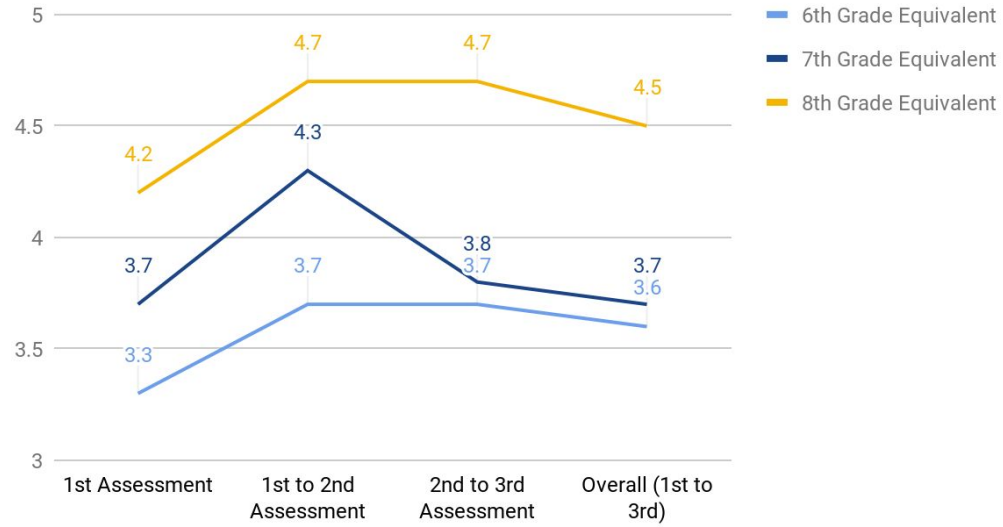
STAR Student Growth Percentile Change by Grade



STAR Scale Score Change by Grade

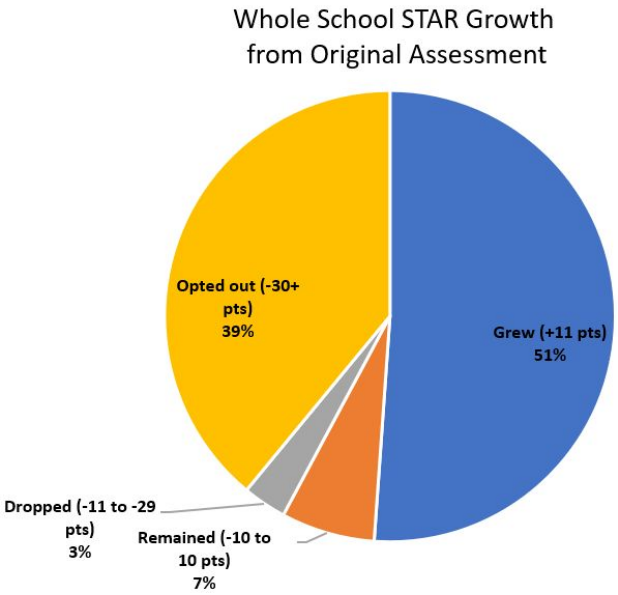


STAR Grade Equivalent Change by Grade

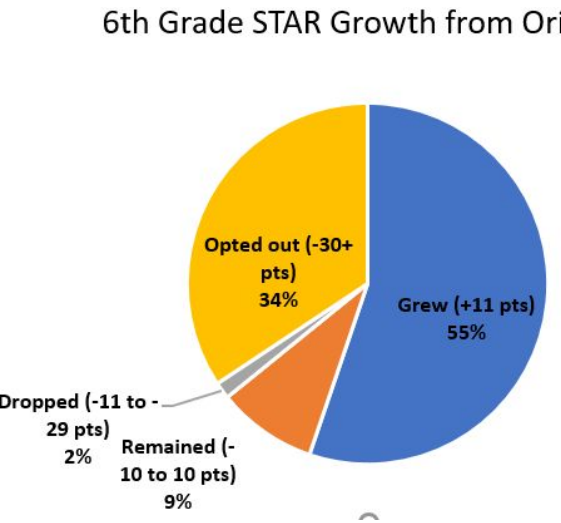


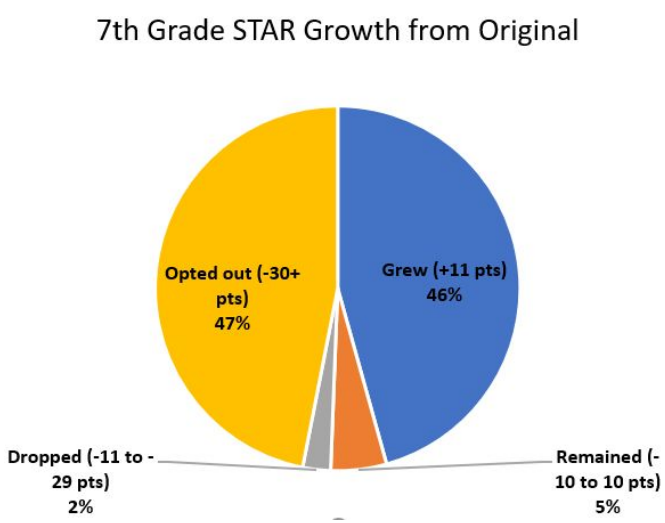
Overall, student growth stalled from November to December - subsequent slides (see also appendix) indicate that a high number of students continue to opt-out, making growth estimates difficult.

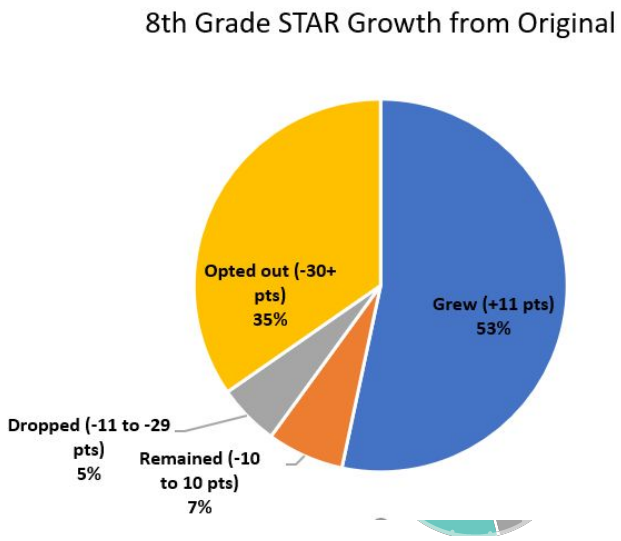
STAR Reading Performance Growth Trends since the beginning of the year



Takeaway: Opting out is still a challenge for our students and masks the overall growth we know students have experienced.







Priority 2: Literacy

Action Item	Status	Next Steps	Responsible	Other Notes
Determine performance goals with assist from ANet	**On Track**	Prep for January meeting	Laura	
Identify/improve literacy practices within SS and Sci	**On Track**	Data review of SS and Sci lesson plans indicate large improvement in literacy practices, especially in SS	Laura/Compass Leadership	Will continue to monitor for Internal Review
Review/improve CY literacy strategy and CY supports towards literacy campaign	**Making Progress**	Needs clearly identified during CY Denver's 11/28 visit. Improvement plan with concrete steps and oversight created.	SDD/CY Impact Manager/Compass Leadership	
Improve PLT usage towards reteaching standards identified through ANet	**Making Progress**	December Internal Review recognized improvement literacy efforts in more PLT spaces.	Laura	

Priority 3: Math

Metrics for Strategy's Success (with status):

1. 80% of students hit individually determined Math PARCC growth goal (as determined by previous performance band).
2. Prioritized math strategies are being implemented in 80% of classrooms.

Key Support Strategies (with status):

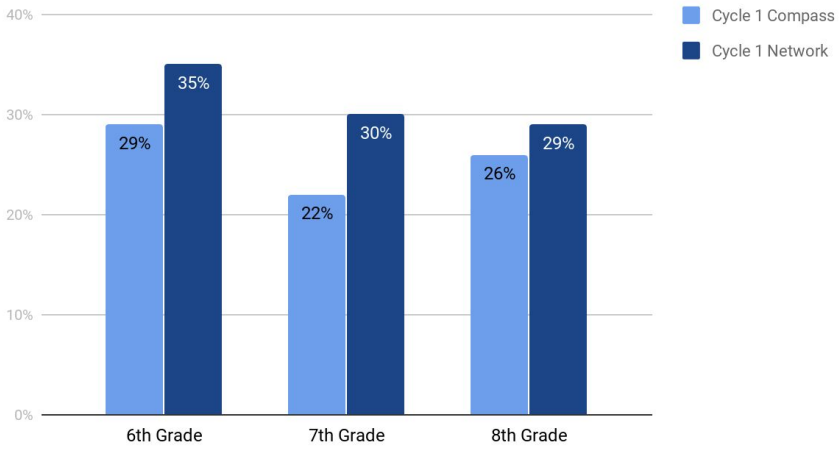
1. Consistent use of data cycle of math performance and needs utilizing ANet.
2. Use power standard to create a scope for Math PLT spaces.
3. Analyze student data to identify groups for differentiation/PLT/ Interventions.
4. Purchase of Math Curriculum (Connected Math) to support the implementation of philosophical approach.

Internal Review Questions to Monitor This Strategy:

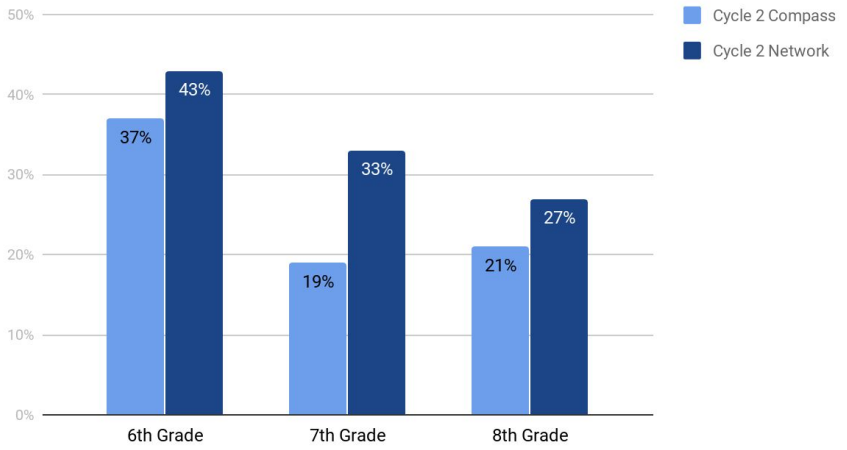
1. Are students on track to make growth targets and show improvement on state assessments?
2. Are coaching and individual support structures working and how do we know? Are we implementing with fidelity?
3. Are PD and group learning structures working and how do we know? Is ANet support working?
4. Who is performing on which standards and what are we doing about it?
5. How well are specific interventions working? (Including push in, PLT, utilization of the City Year team
6. Are key instructional practices being consistently implemented in support of standards aligned grade level appropriate instruction?

Math ANet performance indicates the biggest gap is in 7th grade Math. Subpopulation performance is on par with overall student performance.

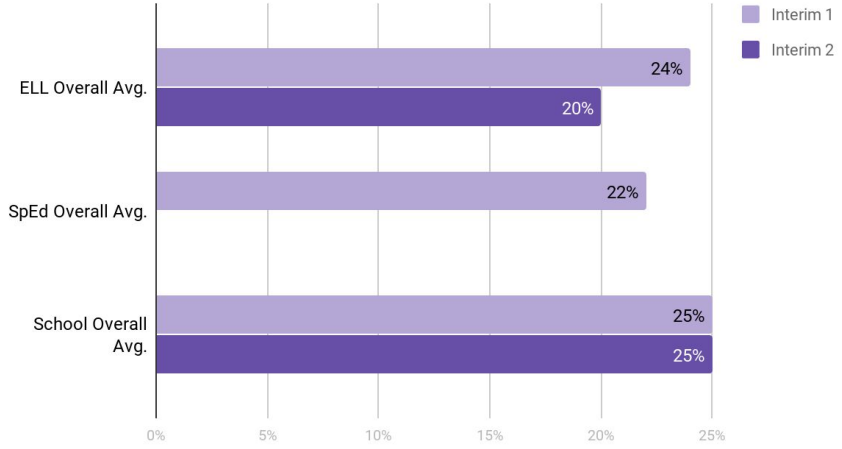
Cycle 1 ANet Overall Math Performance



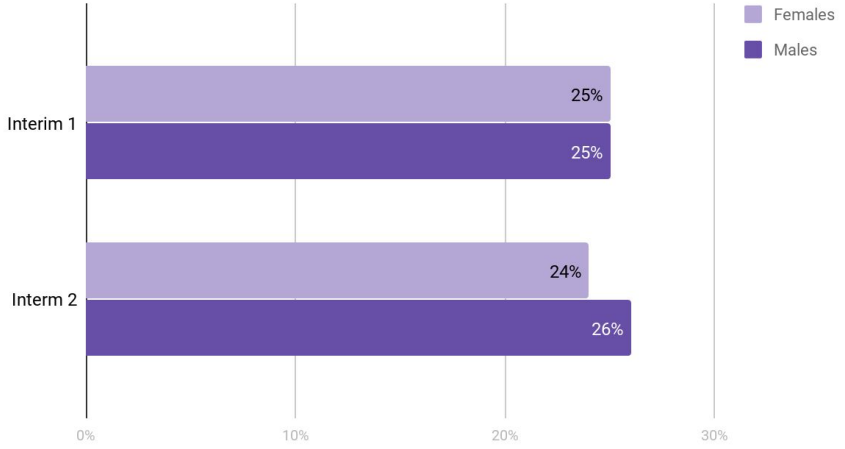
Cycle 2 ANet Overall Math Performance



ANet Overall Math Performance for ELL and SpEd

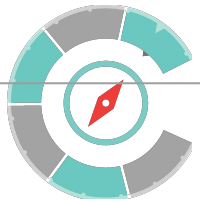


Gender Comparison of ANet Math Performance



Priority 3: Math

Action Item	Status	Next Steps	Responsible	Other Notes
Determine performance goals with assist from ANet	**On Track**	Prep for January meeting	Laura	
Improve PLT usage towards reteaching standards identified through ANet	**Making Progress**	December Internal Review recognized weak and bright spots in math reteach in more PLT spaces.	Laura	
Improve ELD push-in support utilization	**On Track**	Future internal review analysis	Compass Leadership	
PLT focus on writing within math	**On Track**	Continuing PDs and during Teacher Check-ins	Compass Leadership	
Monitor growth for Spanish Math class and students taking CMAS in Spanish	**On Track**	Ongoing	Alexis	
7th Grade Math support	**On Track**	ANet and coaching support ongoing	Compass Leadership	



Priority 4: Attendance

Metrics for Strategy's Success (with status):

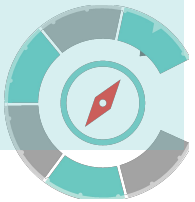
1. 40-50% of students achieve 95% attendance or higher.
2. 75% of students achieve above 90% attendance.

Key Support Strategies (with status):

1. Morning Pack contains focus on Compass Points and Competency development, team-building and culture, relationship building, and an Attendance Focus.
2. Compass Attendance campaign
3. City Year focus list support

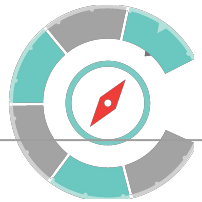
Internal Review Questions to Monitor This Strategy:

1. Is attendance shifting? Is chronic absenteeism decreasing? Are systems in place working and for whom?
2. Are attendance support strategies (attendance campaign) working with fidelity? How well are specific interventions working?



Priority 4: Attendance

Action Item	Status	Next Steps	Responsible	Other Notes
Create an Attendance Task Force/System to identify and support Tier 2 & 3 students at multiple levels	**Making Progress**	Wellbeing working with Tier 3 students to better understand root causes. Shifting in Wellbeing staff will allow increased focus starting in January.	Compass Leadership Team and SDD	Add'l work needed to identify interventions for students.
Champions chosen for 15 students per grade in Below 80%/80-89%/90-94% Tiers for intensive supports.	**On Track**	Analysis of attendance changes in chosen students ongoing.	Alexis	Initial analysis will use December's attendance rates.
CY Focus list finalized and rolled out for weekly check-ins and phone call call efforts	**Making Progress**	Monitoring data for changing in attendance rates	Alexis/CY	
Daily morning home visits/phone calls for absent students between 80-95% attendance	**On Track**	Clarify messaging on phone calls made to families when students are absent.	Compass Leadership/ Alexis	*CY making these calls each morning - same day response to absences.*
Attendance recovery through CY Tutoring after school	**On Track**	Promote through Opening Packs to improve attendance rates	CY/Compass Leadership	
Tardy targeting to students with chronic tardies		Working with CY to identify process for	CY/Compass Leadership	



Are we Meeting our Goals?

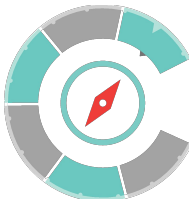
Goal 1: SPF Requirement - 50% of students at 95% ADA or above.

School-level Measures	Current Year
Attendance - Full Year	88.48%
Attendance - With SPF Exclusions	89.18%
Total Students	339
Students Included in SPF Calc.	332
Students Meeting SPF Threshold	133
Student % Meeting SPF Threshold	40.06%

Goal 2:

Only **67**% of students are above 90% ADA (was 66%).

*Data retrieved 1/10/19



Results of Home Visits and Tardy Letters Initiatives

Home Visit Letters Results				
	6th grade	7th grade	8th grade	Overall
Improved	56%	67%	55%	59%
Not improved	44%	33%	45%	41%

Morning Home Visit & Pickup Description: 106 students with attendance rates between 80-94% were given letters on 11/29 indicating that subsequent absences would require a home visit on the same day of absence. Additional letters were distributed to the same students as well as 35 additional students (143 students in total) on 12/4 and 12/14.

Number of Actual Home Visits: 9
Number of Actual Student Pickups: 2

Despite low number of home visits and student pickups, *the increased phone calls and student notification of potential home visits* has made a positive impact on student attendance.

Tardy Letters Results				
	6th grade	7th grade	8th grade	Overall
Improved	56%	50%	40%	47%
Not improved	44%	50%	60%	53%

Tardy Sweep Description: 75 students with excessive tardies were given letters on 11/29 indicating that subsequent tardies would have to be made up after school. Add'l letters were distributed on 12/14.

No students have been held after school to make up the time they were late yet, but simply providing the letter and informing students of this potential practice had a positive impact on attendance rates.

Priority 5: Culture

Metrics for Strategy's Success (with status):

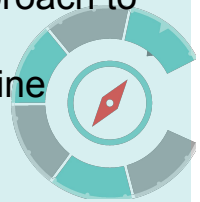
1. 80% of teachers observed giving instruction on personal and student brain states during the year.
2. Teachers will create grade level goals using HSA data and display them in classrooms/hallways.

Key Support Strategies (with status):

1. Provide ongoing school-wide learning and support around trauma-informed care with support from Dr. Eldridge Greer.
2. Collaborate around meeting unmet needs in EWI and grade level meetings.
3. Identify and fund additional staffing/community resources to support the Wellbeing team.
4. Leadership team walkthroughs collecting data on level of implementation of trauma-informed care.

Internal Review Questions to Monitor This Strategy:

1. Is a consistent approach to trauma informed support and discipline (namely conscious discipline) being implemented across instructional spaces?
2. Are students having a positive and supportive experience with our approach to culture and discipline?
3. Are adults in the building supporting culture and discipline in the right ways? Does our approach to culture/discipline allow us to balance this priority with the others?
4. Are we increasing minutes of instruction and regulating spaces through culture and discipline approaches?



Mid-Year Survey Results indicate positive response improvement from last year in almost all categories overall

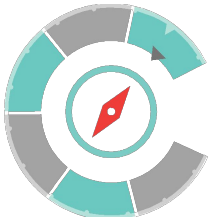
- **Belonging** (5 of 9 responses improved from last year)
  - I feel confident I will return to Compass next year.
  - I think coming to school is important.
  - I get the support I need to learn.
  - There is an adult at school who encourages and believes in me.
  - I can count on City Year to help me whenever I need it.
- **Safety** (all responses improved from last year)
- **Academic Clarity** (1 of 3 improved, 1 remained the same)
  - *Improved*: I believe that doing by best on assessments will help me show how much I've grown as a learner and leader.
  - *Remained*: In my classes, I know what I need to do and learn to be successful.
- **Overall Satisfaction** (all responses improved)
- **Program Evaluation** (all responses improved)
- **Growth Mindset** (3 of 5 improved)
  - My intelligence is something that I can't change very much.
  - There are some things I am not capable of learning.
  - If I am not naturally smart in a subject, I will never do well in it.

Note: Detailed Analysis of the Mid-Year Survey, including averages and a Net Promoter Score for each Category and subpopulations (grades, M/F, New/Continuing Students, ELL, SpEd, etc.) are located in the *Appendix* under Culture Data.

Priority 5: Culture

Action Item	Status	Next Steps	Responsible	Other Notes
Use HSA-R to determine growth/change of SEL status	**On Track**	Scheduled in May	Alexis	
Wellbeing Team targeting HSA Tier 3 support score students in small groups	**On Track**		Wellbeing	NEW!
Address Teacher fatigue and build out recovery strategies to support and retain teachers	**Making Progress**		SDD/Compass	
Hire additional special education and well-being supports	**On Track**		Compass leadership	-Hired paraeducator -Hired additional psychologist
Adjust special education, SEL, well being systems and decision structures to support capacity	**On Track**			-Shifted case management decision structures
Find and hire strong leader to support longer term trauma informed strategy	**Not Started**			

Appendix A: Additional Data

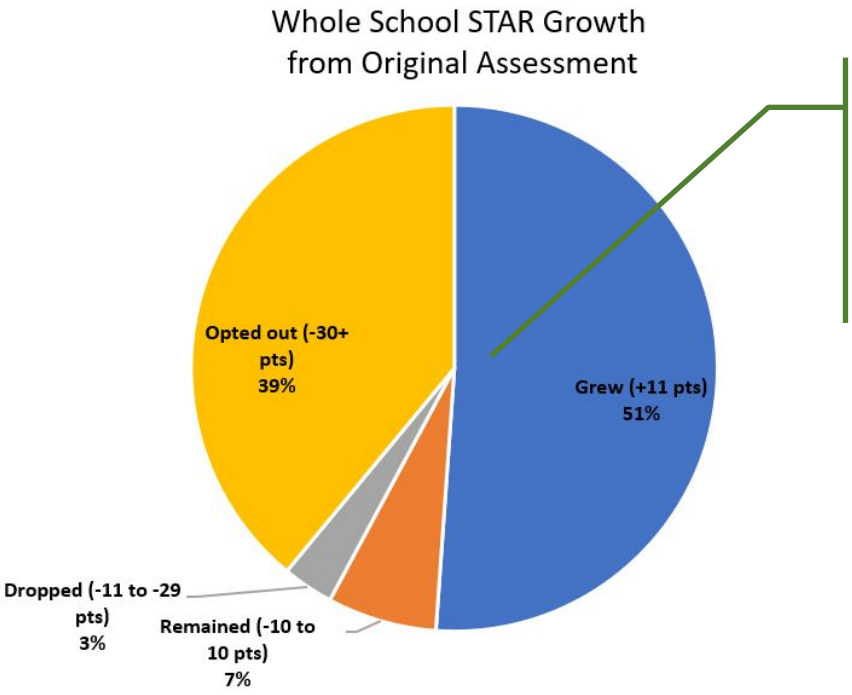


COMPASS ACADEMY

Where Learners & Leaders Grow

Literacy: Additional Data

Students who engaged during the STAR assessment continue to demonstrate major growth

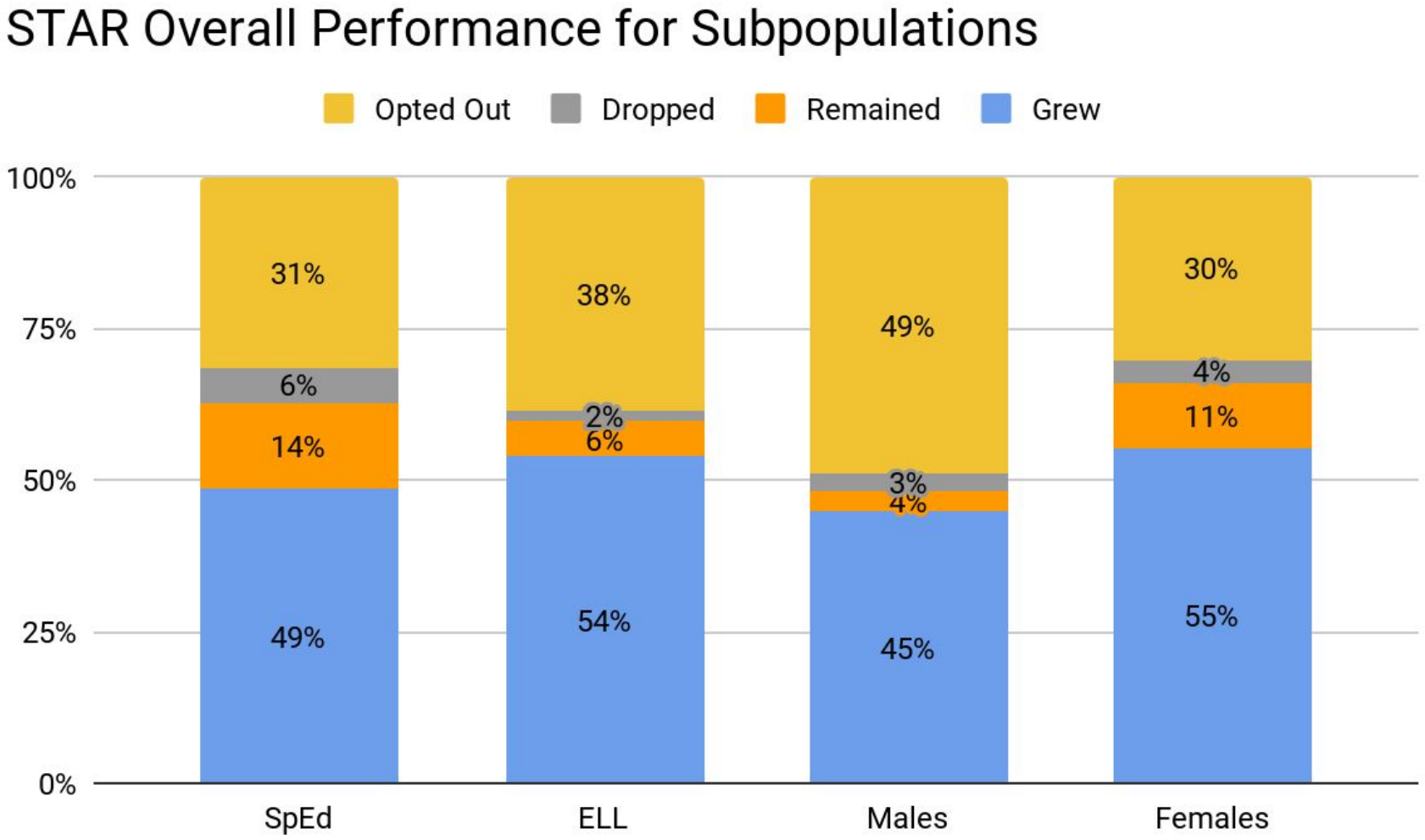


Of the 51% of students that grew so far this year:

- Increased an average of 120 points
- Grew an average of 1.02 Grade levels

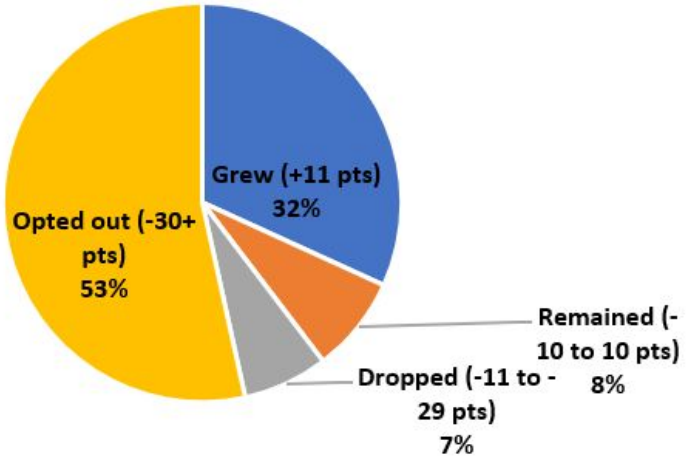
Breakdown of Students that Grew So far this Year by Grade		
	Pts. Improved	Grade Level Improvement
6th	118	1.06
7th	112	0.97
8th	129	1.12

Our ELLs grew slightly more than the overall school average. Males are much more likely to opt out vs. females.



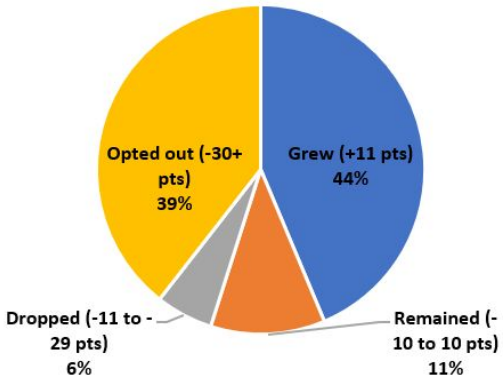
STAR Performance Changes from Nov to December

Whole School STAR Growth from Nov Assessment

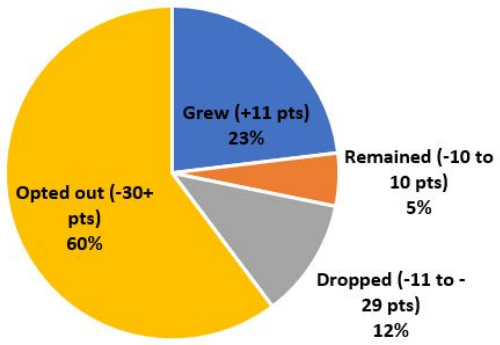


To note: In December, STAR assessments were switched to Science classes (previously held in Social Studies classes). The increase in students opting out in 7th 8th grades may be attributed to level of classroom management and/or lack of student buy-in during that block.

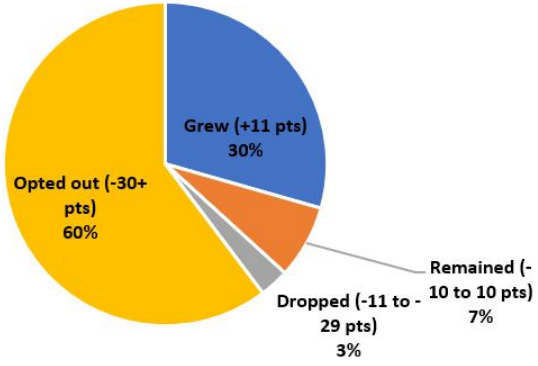
6th Grade STAR Growth from Nov. Assessment



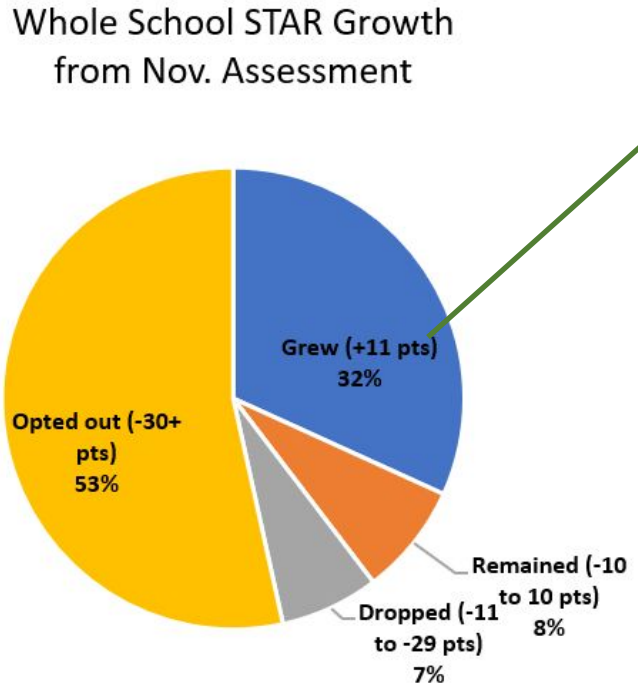
7th Grade STAR Growth from Nov. Assessment



8th Grade STAR Growth from Nov. Assessment



Students who grew from November to December



Of the 32% of students that grew from Nov. to Dec.:

- Increased an average of 90 points
- Grew an average of 0.75 Grade levels

Breakdown of Students that Grew by Grade		
	Pts. Improved	Grade Level Improvement
6th	84	0.7
7th	90	0.9
8th	100	1.05

Student Performance in Resident-led ELA Classrooms - is there a difference?

7th Grade ELA Resident-led Class Performance ANet Comparison	
Resident-Led ELA Class' Perf.	Rest of 7th Grade Avg. Perf.
34%	32%

8th Grade ELA Resident-led Class Performance ANet Comparison	
Resident-Led ELA Class' Perf.	Rest of 8th Grade Avg. Perf.
19% and 23%*	27%
*These classes includes groupings of SpEd and the lowest Reading Performers, which is reflected in these class' performance vs. overall	

Takeway: Class performance in Resident-led blocks is not noticeably different than the average grade level performance, or if so, is explained by the student makeup of those classes.

Note: No 6th Grade Resident teaches in ELA spaces.

Math: Additional Data

Student Performance in Resident-led Math Classrooms - is there a difference?

8th Grade Math Resident-led Class Performance ANet Comparison			
Interim 1		Interim 2	
Resident-Led Math Class' Perf.	Rest of 8th Grade Avg. Perf.	Resident-Led Math Class' Perf.	Rest of 8th Grade Avg. Perf.
32% and 23%	26%	22% and 21%	21%

Takeaway: Class performance in Resident-led blocks is not on par with average grade level performance.

Attendance: Additional Data

Attendance Data Dive - Where are we right now?

-

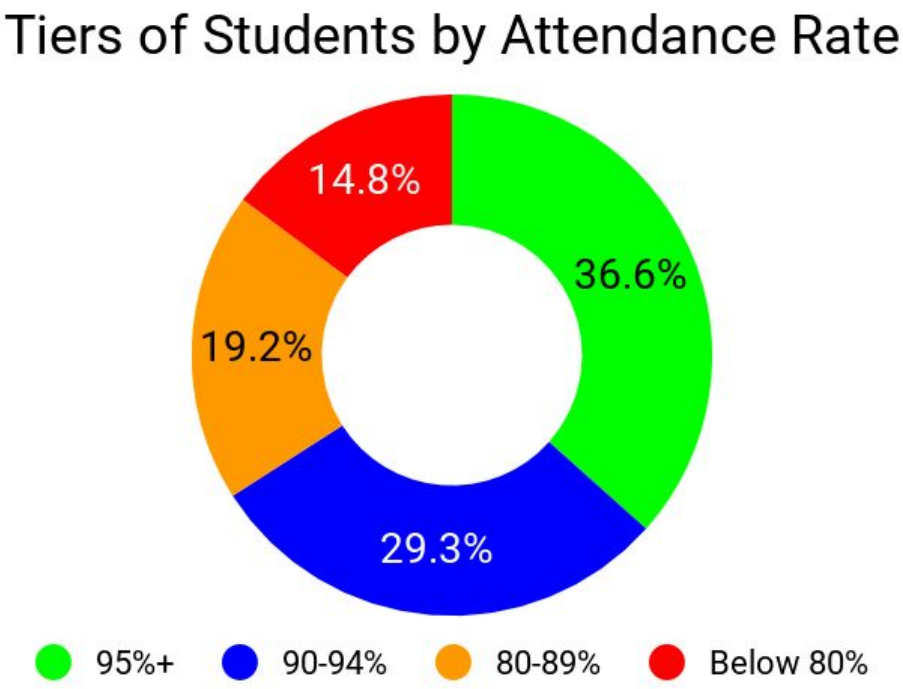
Avg. Attendance Rates of Compass Academy Over 4 Years				
Grade Level	2015-2016	2016-2017	2017-2018	2018-2019
6	93%	91.2%	91.9%	90.8%
7		92.4%	86.7%	89.8%
8			88.5%	85.2%

Chronic Absenteeism Rates of Compass Academy Over 4 Years				
Grade Level	2015-2016	2016-2017	2017-2018	2018-2019
6	23%	18%	10%	10%
7		14%	16%	10%
8			15%	19%
Total Chronic	23%	32%	41%	39%

* Percentages are total % of total student body population that have 90% or less attendance rate as of 1/10/2019.

Attendance Profiles - Where are our kids?

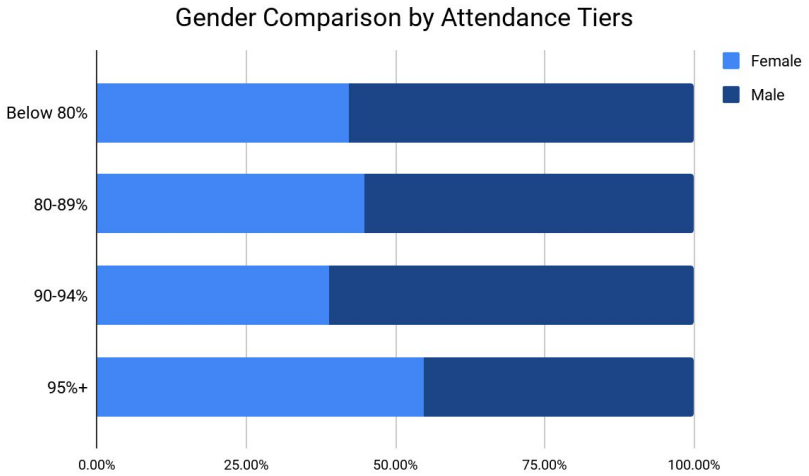
Total Students in Each Tier as of 1/10/19	
95%+	116
90-94%	93
80-89%	61
Below 80%	47



<u>What the Data says:</u>

- Students in the bottom tiers are slowly improving or remaining.
- After December's vacations, many students in the top tier fell below expectation of 95% ADA (into 90-94% tier)

Attendance Breakdown by Grade & Gender

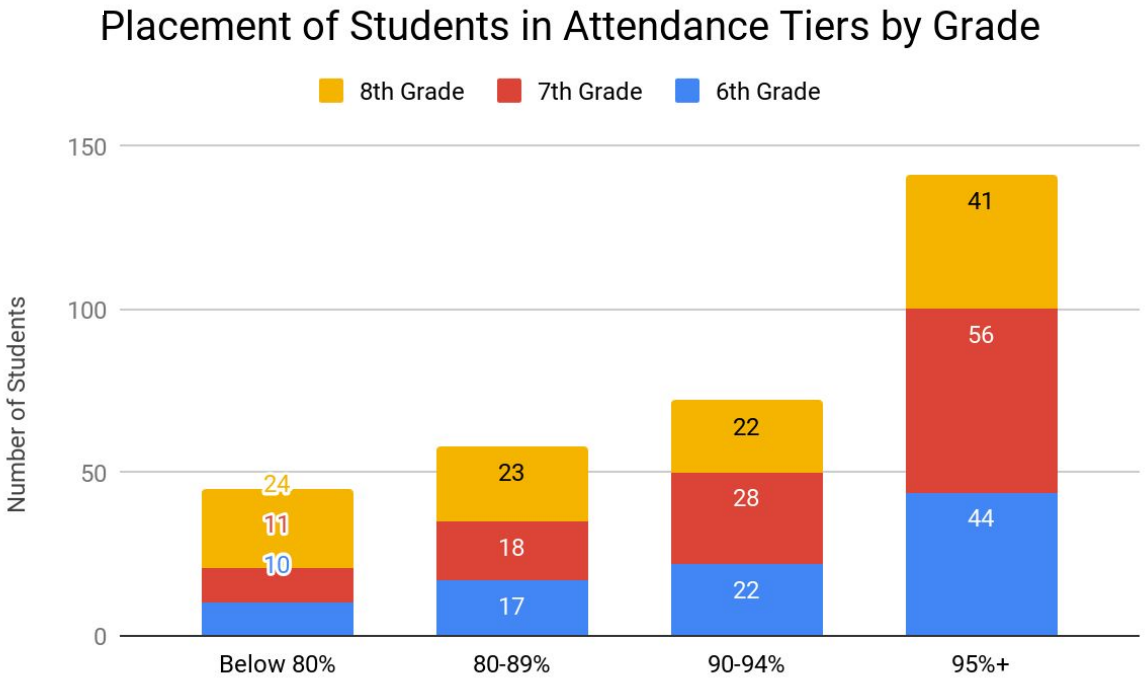


Males struggle more with attendance than females. Females are overrepresented in the 95%+ Tier.

8th Grade is overrepresented in the Below 80% Tier.

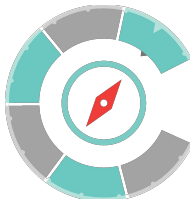
Students are more evenly distributed by grade in 80-89% and 90-94% Tiers.

7th grade overrepresented in 95%+ Tier.



Tier Analysis - Using Attendance Data to Identify Potential Root Cause or Anticipate Future Attendance

	Below 80%	80-89%	90-94%	95%+	Comments
% of Students in same Tier last yr	48.6%	43.9%	45.5%	59.7%	Many students carry with them the attendance habits created in prior years, but at times over half of students can drop/improve tiers.
% of Students who have improved from last year's rate	28.8%	47.4%	51.2%	76.7%	
% of Students who had a Student Conference in October	35.6%	62.5%	*	*	*Did not count due to volume. Though a surprise to no one, student conferences are a good indicator as to whether attendance will be a challenge for students.



Results of Recent Attendance Initiatives - Friday Fun Day

Our attendance efforts are making a difference to students' attendance and tardy rates.

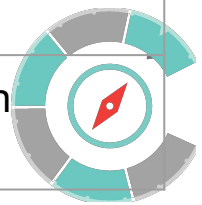
Friday Fun Day	
Tiers of Students	% of students who earned Friday Fun Day
Below 80%	20%
80-89%	52%
90-94%	79%
95%+	94%

What does this mean?

With the **right messaging, emphasis** and **incentives in place**, even students that significantly struggle with attendance can make improvements.

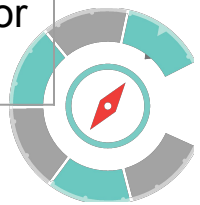
Common Attendance Touchpoints for Students - Where/when are students reminded about Attendance?

Tier focus	Timing	Location	Details
all tiers	Weekly - Mon & Tues	Opening Pack	Slides with Attendance incentives/reminders
all above 80%	Daily	Opening Pack	Texts/calls to absent/tardy students (from friends and/or teachers)
all attending	Weekly/Monthly	Opening Pack	Attendance lessons/reflections
95%+ although opportunity for all Tiers	Weekly - Fri & Mon	5th Block and all day Mon	Free dress letters handed out Fri., wristbands given to students Monday morning
all tiers	Monthly	Opening Pack	Grade Level Village Meeting, at which Attendance call-outs happen
80-89% and 90-94%	Monthly	Opening Pack	CY initiatives (usually growth-based)
all tiers	Daily	all day	Hallway visuals with Grade level and school data
all tiers	Daily	varies by class	Attendance trackers (visual) in classrooms



Current Grade Level Initiatives/ Touchpoints for Attendance

Grade	Timing	Location	Details
6th Grade	Weekly & Monthly	Opening Pack	Challenges towards classroom growth (e.g. from 94% to 97% avg.)
7th Grade/8th Grade	Weekly & Monthly	All classes	Behavior Point system tied to attendance (no attendance = not earning points for weekly/monthly incentives)
7th Grade/8th Grade	Weekly	Opening Pack	Classroom incentives/parties for improvement or “Best pack”

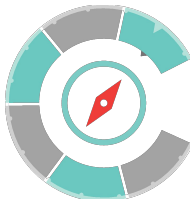


Less Frequent Attendance Touchpoints for Students

General Target	Primary Actor	Details	Comments
Below 80%	Wellbeing	Check-ins (daily as time allows), contracts, calls home/home visits	as needed
80-94%	Morning Pickup/Call if absent	Call home & home visit if unable to make contact	
Below 50%	Wellbeing	Truancy filings	
Chronically Tardy	Opening Pack & CY	After-school recovery	students were notified week of 11/26
All Students	Data & Dessert Nights	Attendance review with Families and Compass Admin	each Semester

Behind the Scenes:

- EWI meetings (sliding students and those below 80% and 80-89%)
- Wellbeing referrals, home visits, attendance contracts, check-ins
- Teacher calls and home visits
- Admin discussions with families and students about attendance
- Robo-calls, texts and letters to families about student's attendance



Attendance Champions

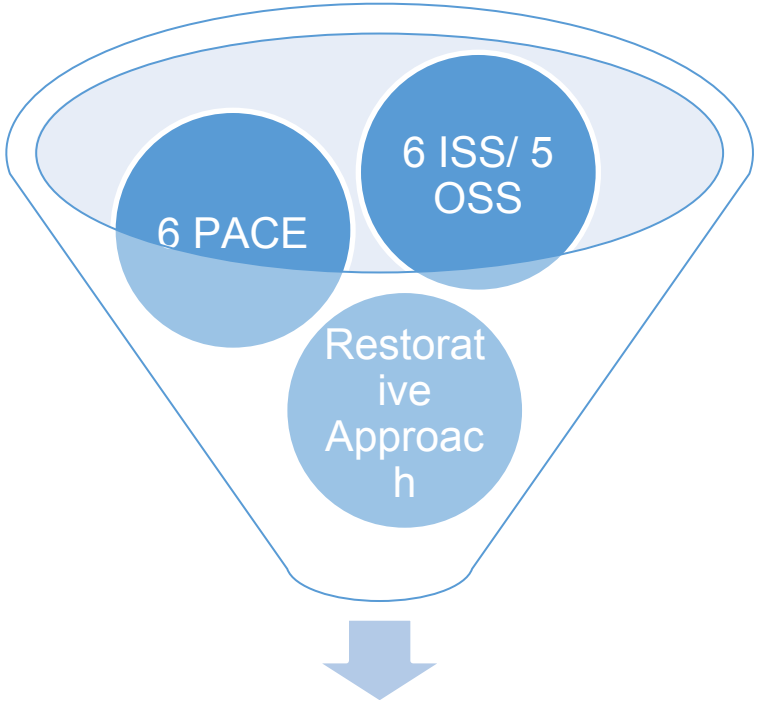
Teachers claimed 15 students per grade level to closely monitor, support and champion for attendance purposes.

Teachers use a tracker to easily identify their students' progress, and teachers check-in on that progress as a group within EWI meetings.

Champion	Full Name	Opening Pack	4 weeks ago attend	3 weeks ago attend	2 weeks ago attend	Last week attend	Trend	Total days absent	Current YTD
Kerri	Jaylene Garcia	Kerri		44.10%	22.10%	22.10%		38.3	49.6%
Kerri	Alexis Perea	Alex		100.00%	77.90%	97.20%		23.1	69.6%
Kerri	Shawn Garner	Sarah S		100.00%	100.00%	100.00%		14.4	81.1%
Kerri	Estrella Martinez	Sarah S		44.10%	100.00%	77.90%		13.1	82.8%
Alex	Japree Joseph-Jennings	MaryKate		72.80%	65.70%	75.40%		20.3	73.3%
Alex	Jhoanna Ortega	MaryKate		94.50%	72.50%	100.00%		9.7	87.3%
Alex	Junior Reyes	MaryKate		88.30%	33.80%	100.00%		9.4	87.6%
Alex	Gabriella Barrera-Diaz	MaryKate		100.00%	100.00%	100.00%		4.2	94.5%
MK	Carlos Martinez-Ramirez	Kerri		55.90%	100.00%	88.30%		9.1	88.0%
MK	Nicholas Servantes	Sarah S		80.00%	98.50%	86.40%		7.7	89.9%
MK	Nathan Jackson	Jon		88.30%	77.90%	100.00%		6.3	91.7%
MK	Jaziel Sarmiento-Gomez	Ruby		100.00%	86.20%	100.00%		6.3	91.7%
Sarah S	Anthony Alexander	Kerri		94.50%	80.50%	96.90%		17.2	77.4%
Sarah S	Bryan Carrillo-Rodriguez	MaryKate		100.00%	66.20%	100.00%		7.9	89.6%
Sarah S	DeAngelo Troncosa	MaryKate		75.80%	77.90%	75.80%		7.4	90.2%
Sarah S	Ciara Sarmiento-Gomez	MaryKate		100.00%	86.20%	100.00%		6.3	91.7%

Culture: Additional Data

ISS/OSS Trends in Q1 and Q2



Higher Major Behaviors in Quarters 1&2 than in prior years

Of the major behaviors reported to DPS,

- 14% in 6th grade
- 24% in 7th grade
- 62% in 8th grade

48% of major behaviors reported were from new students.

Student responses to Belonging Questions

Belonging (9 Qs)		
Population	18-19 Score Avg.	Net Promoter Score
All Students	3.93	55.89
6th Grade	4.05	57.64
7th Grade	3.85	54.52
8th Grade	3.90	55.54
Males	3.90	52.68
Females	**3.96**	**59.23**
New Students	3.90	57.88
Continuing Students	3.96	53.85
ELL	4.00	59.02
SpEd	3.76	47.43
Variance	**.15**	**11.8**

Highlights:

- Students across grades had little variation in NPS.
- Females reported much higher Belonging
- Continuing students reported challenges with Belonging (in general and in comparison to New students)

Note: Survey is a 5-pt Likert scale, where 1=Strongly Disagee, and 5=Strongly Agree. Desired score is between 4-5.

Student Responses to Safety Questions

Safety (6 Qs)		
Population	18-19 Score Avg.	Net Promoter Score
All Students	3.59	37.76
6th Grade	3.63	40.63
7th Grade	3.51	33.91
8th Grade	**3.64**	**45.95**
Males	3.59	40.42
Females	3.59	39.08
New Students	3.60	42.29
Continuing Students	3.58	37.10
ELL	3.62	42.44
SpEd	3.33	30.65
Variance	**.31**	**15.3**

Highlights:

- Large difference in 7th and 8th grade scores
- Continuing students reported challenges with Safety in comparison to New students

Note: Survey is a 5-pt Likert scale, where 1=Strongly Disagee, and 5=Strongly Agree. Desired score is between 4-5.

Growth Mindset Questions do not appear to correlate to STAR Engagement

Growth Mindset (5 Qs)		
Population	18-19 Score Avg.	Net Promoter Score
All Students	2.86	5.42
6th Grade	2.76	10.00
7th Grade	2.88	4.88
8th Grade	2.95	0.86
Males	2.98	-2.83
Females	**2.74**	**13.97**
New Students	2.91	2.98
Cont. Students	2.81	8.00
ELL	3.00	-3.70
SpEd	3.26	-18.71
"Engaged" Students – STAR	2.88	2.02
"Opted Out" Students- STAR	2.78	13.33

Highlights:

- 6th Graders, Females, **and students that "Opted Out" of the STAR Reading Test** had a more positive NPS than their counterparts.
- 8th grade, Males, ELLs and SpEd students had a lower NPS.

Please Note: Growth Mindset Questions were inversely worded (a positive score is between 1-2 and not 4-5).

Additional Survey Responses

Academic Clarity (6 Qs)		
Population	18-19 Score Avg.	Net Promoter Score
All Students	3.81	51.91
6th Grade	**3.96**	**58.54**
7th Grade	3.73	48.45
8th Grade	3.73	48.57
Males	3.77	49.31
Females	3.85	54.60
New Students	3.77	52.75
Cont. Students	3.85	51.01
ELL	3.90	57.70
SpEd	3.58	40.86
Variance	**.38**	**17.68**

Overall Satisfaction (2 Qs)		
Population	18-19 Score Avg.	Net Promoter Score
All Students	3.87	56.14
6th Grade	4.01	60.00
7th Grade	3.74	54.07
8th Grade	3.87	54.29
Males	3.88	54.58
Females	3.87	57.76
New Students	3.80	57.02
Cont. Students	3.94	55.22
ELL	**3.96**	**64.29**
SpEd	3.61	41.94
Variance	**.35**	**22.35**

Program Evaluation (4 Qs)		
Population	18-19 Score Avg.	Net Promoter Score
All Students	3.77	50.53
6th Grade	3.88	53.44
7th Grade	3.75	51.45
8th Grade	3.66	46.07
Males	3.75	50.63
Females	3.79	50.43
New Students	3.71	51.65
Cont. Students	3.83	49.35
ELL	**3.88**	**57.77**
SpEd	3.44	32.26
Variance	**.44**	**25.51**

Attendance responses have little variation based on actual student attendance except for those with exemplary attendance

Attendance (5 Qs)		
Population	18-19 Score Avg.	Net Promoter Score
All Students	3.81	48.81
6th Grade	4.01	57.00
7th Grade	3.68	43.26
8th Grade	3.72	46.29
Males	3.82	49.50
Females	3.79	48.10
New Students	3.71	46.78
Cont. Students	3.90	50.96
ELL	3.93	55.97
SpEd	3.54	32.90

Attendance Tier	18-19 Score Avg.	Net Promoter Score
Below 80%	3.75	43.08
Between 80-89%	3.67	40.44
Between 90-94%	3.70	42.22
95% and Above	3.90	54.55

Highlights:

- Though 7th grade has the highest avg. attendance, they earned the lowest NPS as a grade level.
- The NPS of Continuing students may indicate that attendance campaigns over time have greater effect (vs. new students).
- Students actual attendance rates do not greatly affect responses except for students with rates above 95%.

DPS Student Satisfaction Preview

We also included 4 questions from the DPS EOY Student Satisfaction that were our worst decliners to estimate whether our scores might improve this year.

DPS Question in EOY Student Satisfaction Survey	DPS Avg. School % Positive Response (4 pt scale)	CA Mid-Year Survey % Positive Response (5 pt scale)			
		% of 4 (Pos)	% of 5 (Pos)	*Est. EOY Score	Diff. between Est. and Last Yr's Score
Discipline for those who break the rules is consistent and fair.	79.1%	33.5%	26.3%	73.3%	**-5.8%**
My homework is valuable and relates to what I learn in class.	68.0%	34.3%	29.2%	75.0%	**7.0%**
Time in class is usually spent on learning.	71.5%	31.8%	36.4%	78.4%	**6.9%**
The atmosphere at my school supports student learning.	83.0%	38.6%	32.6%	81.6%	**-1.4%**

Results: Estimates indicate that 2 of 4 of questions Compass declined most on in the 2017-18 survey are on target to improve this year. Discipline remains a challenge.

**Note*: Estimated EOY Score was calculated by totaling % of scores of 4 and 5, and including 50% of scores of 3 (or neutral scores).

Appendix B: Internal Review Deck, December 17, 2018

COMPASS ACADEMY
Where Learners & Leaders Grow

Internal Review Overview and Progress

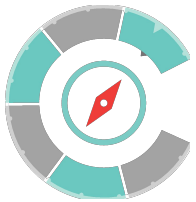
Purpose of Internal Review Process:

To track progress on Compass Academy Strategic Priorities and identify critical adjustments to our approach in rapid response to emerging needs. Our process follows these high level steps:

1. **Gather key data** that helps answer a set of **guiding questions on each of our strategic priorities** to assess the degree to which we are on track. **Synthesize** the most critical data that highlights new learning.
2. Facilitate **data discussions among school leadership** and determine key adjustments to strategy supports.
3. Facilitate **data discussions with teachers** utilizing new data.

Key questions discussed throughout this process:

- Is this work being consistently and faithfully implemented across classrooms/grade levels?
- How do we know we are making progress?
- Are we adjusting based upon monitoring and data?
- Is this work leading to increased student achievement?



Focus Questions

5. How well are specific interventions working? (Including push in, PLT, utilization of the City Year team)
6. Are key instructional practices being consistently implemented in support of standards aligned grade level appropriate instruction?
7. Is literacy and reading growth being reinforced across all instructional spaces?

For This Meeting

1. **Is PLT reinforcing key literacy standard gaps? How can it better do so?**
2. **How well are specific interventions working in PLT spaces? (Including push in, PLT, utilization of the City Year team)**

Protocol for Data Discussion and Reflection

Now

Next

Does this feel like an accurate picture of what I see as a school leader?

Are there any surprises in the data?Unknowns? Are there bright spots in the data that provide opportunities to learn about what works?

Need

Given what we know is happening, what should we do next to get us closer to our goals in this area?

What do the data tell us about what our next steps should be?

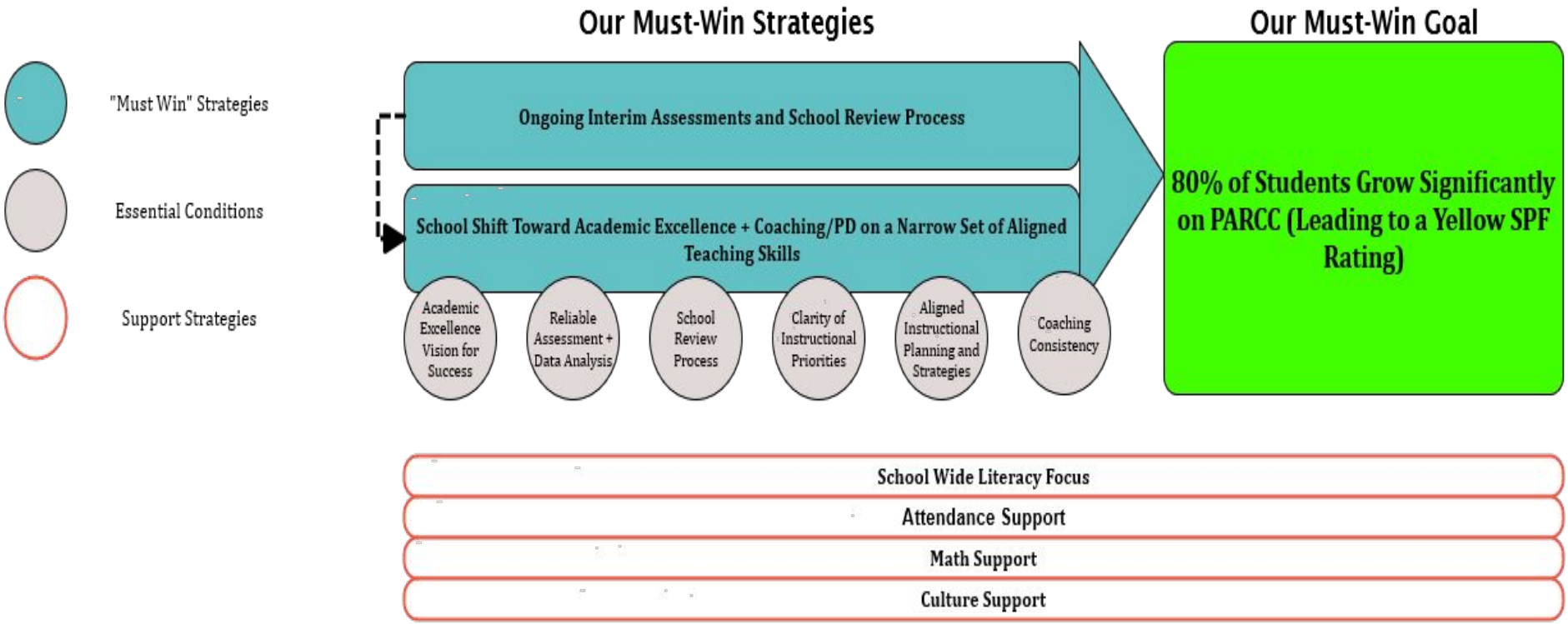
Exactly what will be done by whom and when

Is there other information/data I would like to see or that would be more helpful?

What resources, tools, supports or plans do we need to put in place to see improvements in our work (and therefore our data)?

Is there additional guidance or training needed?

Strategic Priorities for 2018/19



Action Items & Status from Prior Meeting

Action Item	Owner	Due Date	Notes	Result
Consider communication about Star test with kids and the importance of the assessment	**Denise and Brandon**	**Before 2/15 – next Star test**	**Denise is putting student test incentives in place.**	New STAR results to be reviewed by teachers during PD 12/17. Test incentives (growth) crafted by ELA teachers.
Identify kids who dropped significantly in Star results and discuss in Pack	**Teachers**	**11/12/18**	**Denise in PD today (11/12)**	STAR results reviewed with teachers during PD. Transferring future reviews of student growth to ELA classes (with student reflection immediately after test)
Look for other ways of measuring/collecting literacy integration in science classrooms.	**Brandon will talk to Alex**	**11/30/18**	**Lesson plans are not the right place to look—Ask Alex, focus on writing for mastery – highlight in green?**	Brandon talked with Sci lead about writing push and availability of Sci lesson plans for review. Following slides detail lesson plan review results.
Meet with sci and ss leads about implementing writing to demonstrate mastery of content	**Brandon**	**12/7/18**	**This is another way to integrate the literacy push into science and social studies.**	Brandon met with leads individually and all Sci/SS were included in Writing-focused PD.
Work with science and ss teachers – need to re-circle on summer PD strategies	**Denise and Brandon**	**12/7/18**	**Close reading and text choices/use of text.**	Done?
Norming around writing conventions/strategies	**Brandon**	**12/7/18**		Writing-focused PD on 11/26
December focus on science and social studies improvements	**All**	**Week of December 17**	**Nate will follow up with Denise about topics.**	PLT focus with data updates and follow-up on committed action items

Overarching Priority 1: Data Cycles and Coaching

Metrics for Strategy's Success (with status):

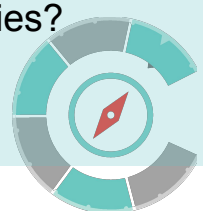
1. All prioritized standards and instructional strategies determined through our data cycle are occurring in 80% of observed spaces.

Key Support Strategies (with status):

1. ANet driven PD and coaching for math/ELA teachers
2. Strong data cycles utilizing specific interim data
3. PLT/Intervention spaces support key gaps
4. School wide instructional approaches that support literacy
5. Daily expectations of PARCC assessment exposure through Do Now and Exit Ticket utilizing ANet tools for CMAS alignment.

Internal Review Questions to Monitor This Strategy:

1. Do we have shared clarity on the strategic priorities and major goals?
2. Are the coaching and data cycle structures in place to support our content based strategies?



Priority 2: Literacy

Metrics for Strategy's Success (with status):

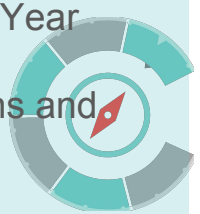
1. All students grow 1.5-3.5 years in reading (STAR Reading).
2. 80% of students hit individually determined ELA PARCC growth goal (as determined by previous performance band).
3. Prioritized reading strategies are being implemented in 80% of classrooms.

Key Support Strategies (with status):

1. ANet Partnership
2. Implementation of Sheltering Strategies/Close Reading Strategies/Signposts
3. Incorporate reading standards across content, identify groups for differentiation
4. Lesson plan reviews for implementation of reading strategies
5. Multiple teachers in spaces, Spanish push-in supports, 4 kinds of PLT, ELD push-in strategy

Internal Review Questions to Monitor This Strategy:

1. Are students on track to meet growth targets and show improvement on state assessments?
2. Are coaching and individual support structures working and how do we know? Are we implementing with fidelity?
3. Are PD and group learning structures working and how do we know? Is ANet support working?
4. Who is performing on which standards/focus questions and what are we doing about it? Are we using interim assessment data to drive instruction across all instructional spaces at CA?
5. How well are specific interventions working? (Including push in, PLT, utilization of the City Year team)
6. Are key instructional practices being consistently implemented in support of focus questions and standards aligned grade level appropriate instruction?
7. Is literacy and reading growth being reinforced across all instructional spaces?



Priority 3: Math

Metrics for Strategy's Success (with status):

1. 80% of students hit individually determined Math PARCC growth goal (as determined by previous performance band).
2. Prioritized math strategies are being implemented in 80% of classrooms.

Key Support Strategies (with status):

1. Consistent use of data cycle of math performance and needs utilizing ANet.
2. Use power standard to create a scope for Math PLT spaces.
3. Analyze student data to identify groups for differentiation/PLT/ Interventions.
4. Purchase of Math Curriculum (Connected Math) to support the implementation of philosophical approach.

Internal Review Questions to Monitor This Strategy:

1. Are students on track to make growth targets and show improvement on state assessments?
2. Are coaching and individual support structures working and how do we know? Are we implementing with fidelity?
3. Are PD and group learning structures working and how do we know? Is ANet support working?
4. Who is performing on which standards and what are we doing about it?
5. How well are specific interventions working? (Including push in, PLT, utilization of the City Year team
6. Are key instructional practices being consistently implemented in support of standards aligned grade level appropriate instruction?

Priority 4: Attendance

Metrics for Strategy's Success (with status):

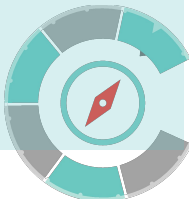
1. 40-50% of students achieve 95% attendance or higher.
2. 75% of students achieve above 90% attendance.

Key Support Strategies (with status):

1. Morning Pack contains focus on Compass Points and Competency development, team-building and culture, relationship building, and an Attendance Focus.
2. Compass Attendance campaign
3. City Year focus list support

Internal Review Questions to Monitor This Strategy:

1. Is attendance shifting? Is chronic absenteeism decreasing? Are systems in place working and for whom?
2. Are attendance support strategies (attendance campaign) working with fidelity? How well are specific interventions working?



Priority 5: Culture

Metrics for Strategy's Success (with status):

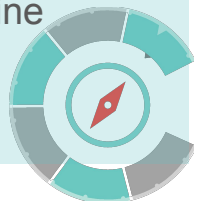
1. 80% of teachers observed giving instruction on personal and student brain states during the year.
2. Teachers will create grade level goals using HSA data and display them in classrooms/hallways.

Key Support Strategies (with status):

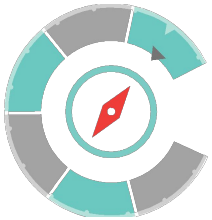
1. Provide ongoing school-wide learning and support around trauma-informed care with support from Dr. Eldridge Greer.
2. Collaborate around meeting unmet needs in EWI and grade level meetings.
3. Identify and fund additional staffing/community resources to support the Wellbeing team.
4. Leadership team walkthroughs collecting data on level of implementation of trauma-informed care.

Internal Review Questions to Monitor This Strategy:

1. Is a consistent approach to trauma informed support and discipline (namely conscious discipline) being implemented across instructional spaces?
2. Are students having a positive and supportive experience with our approach to culture and discipline?
3. Are adults in the building supporting culture and discipline in the right ways? Does our approach to culture/discipline allow us to balance this priority with the others?
4. Are we increasing minutes of instruction and regulating spaces through culture and discipline approaches?



The Data



COMPASS ACADEMY

Where Learners & Leaders Grow

Coaching & Data Cycles - PLT Emphasis

Review of lesson plans in Science and Social Studies indicates increased emphasis on literacy, specifically writing.

Social Studies Lesson Plan Review of WaaGs since Fall Break

	ELA Std Included	ELA Std Taught	Lit Strat. Named	Text Engagement	2nd Adult Lit Support Present	Writing Component
6th						
7th	NA	NA	NA	NA	NA	NA
8th						

Detailed description located [in this link.]

Science Lesson Plan Review of WaaGs since Fall Break

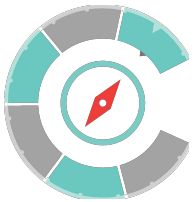
	ELA Std Included	ELA Std Taught	Lit Strat. Named	Text Engagement	2nd Adult Lit Support Present	Writing Component
6th						
7th	NA	NA	NA	NA	NA	NA
8th						

PLT teacher and Class Status or Rating with Current Class Focus

Daylan	ELD	Expository writing/presenting		Lauren	Art	
Kenia	ELD			French	Intervention Sci	
Kerri	Intervention Math	Misconceptions and major work of the grade		Kyle	Intervention Sci	Read Aloud/Student Silent Reading
Sjoukje	Intervention Math	Misconceptions and major work of the grade		Alex	Intervention Sci	Sign Posts Reader's Workshop
Rafael	Intervention Math	Misconceptions and major work of the grade		Audrey	Intervention SS	Read Aloud
Martin	Intervention Math	Dance Project		Mary Kate	Intervention SS	Narrative Essay
Eric	Intervention Reading	The outsiders		Kati	Intervention SS	Argumentative Writing
Louise	Intervention Reading	Concussion Unit		DTP	Math Skills Block	
Jessica	Intervention Reading	Stations (Reading/Writing)		Paula	Span	Narrative Writing
Jon	Intervention Reading	Freak the Mighty		Sarah C	Span	
Sarah S	Intervention Reading	Silent Reading/Writing Topics/Achieve3000		Ruby	Span	Narrative Writing

City Year in PLT spaces

Priority Area	Strengths/Needs/Gaps
Scheduling Structure	CMs could be better utilized in PLT
Team Culture	Good collaboration and culture building
Tier 1 culture/behavioral support	CM support role in classes inconsistent
Tier 1 academic support	Little feedback results in lack of clarity on CM academic role in supporting academics
Tier 2 academic support (literacy focus)	Lack of alignment b/t CM and teacher, few pull-outs that are academically focused (only assignment completion)
Use of academic data & interventions	Have focus list but have not tracked
Use of behavioral data & interventions	Have focus list but tracking/dosage inconsistent
Use of attendance data & interventions	Tracking improvement needed, final focus list created but weekly check-ins not happening.

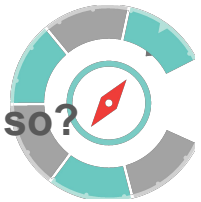


An Average Week in PLT spaces - Teacher-Informed

Intervention Reading	- Writing workshop, silent reading - Read aloud, activity stations - Close reading - Achieve3000
Intervention Social Studies	- Read aloud and writing - Narrative writing
Intervention Math	- Project-based (dance) with writing component. - Reteach/makeup work - Khan Academy or Prodigy
ELD	- Writing, editing, verbal presentation
Intervention Science	- Read aloud

Does this match what you see in PLT spaces? Does this average week represent what happens in PLT? Does it meet the expectations or requirements for PLT as indicated to teachers?

Overall: Is PLT reinforcing key literacy standard gaps? How can it better do so?



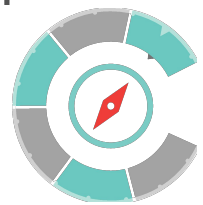
PLT feedback from teachers

Highlights from PLT:

- *Student discussion* and engagement with material
- *Writing engagemen*t, time to practice more types of writing

Improvement Thoughts:

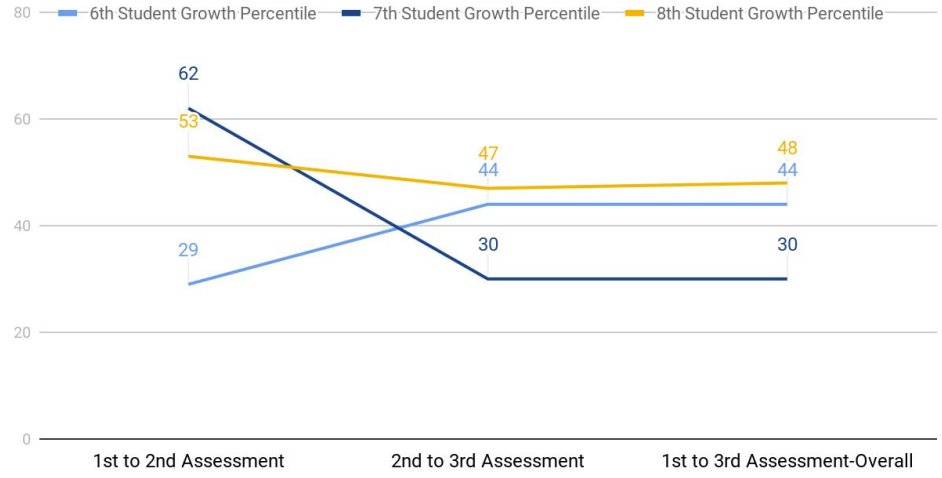
- **Smaller class sizes** to allow for more targeted interventions; more opportunities for small groups
- **More effective CY support**
- **More resources** for a variety of activities/lessons (but not every PLT be the same).
- A **school-wide system** to tell me what **work students are missing from their classes** so they can make it up
- PLTs shouldn't be interventions but should be spaces for **makeup work** to get students ready for the next day



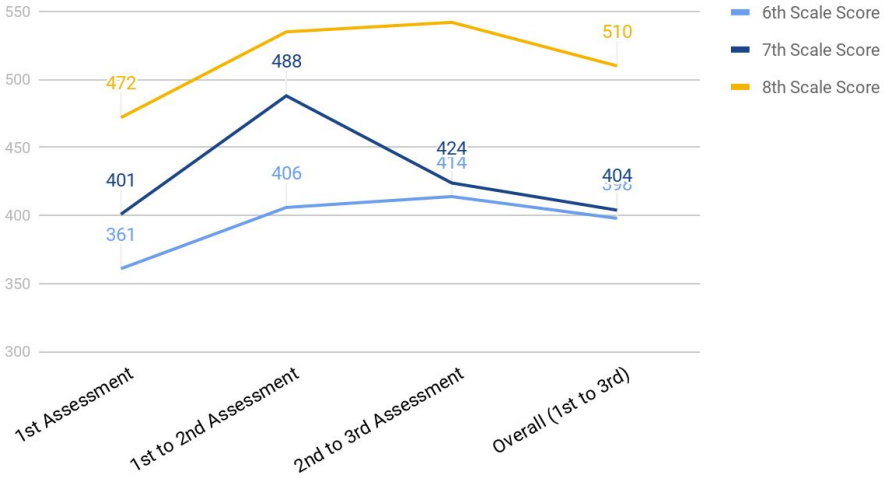
Literacy

Overall STAR Performance & Growth Indicators - How much have students grown on average since the beginning of the year?

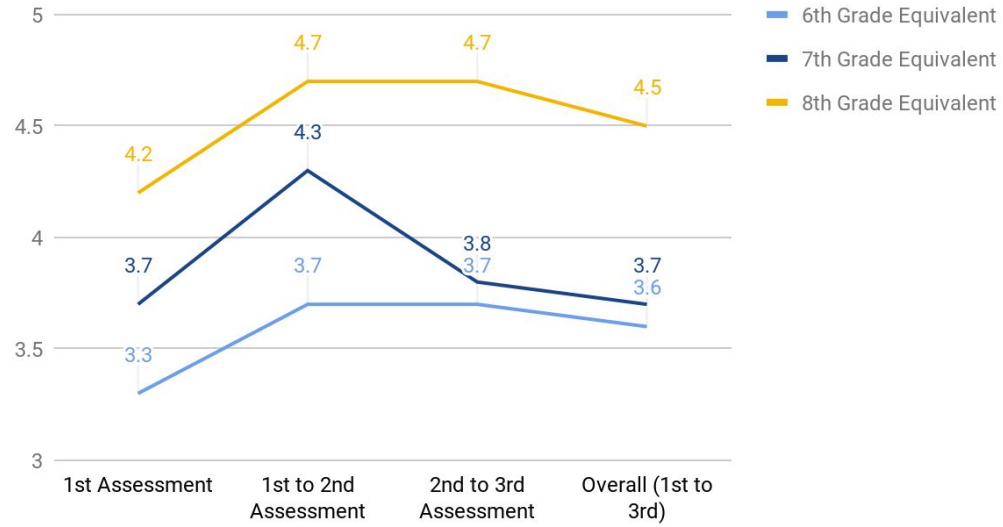
STAR Student Growth Percentile Change by Grade



STAR Scale Score Change by Grade

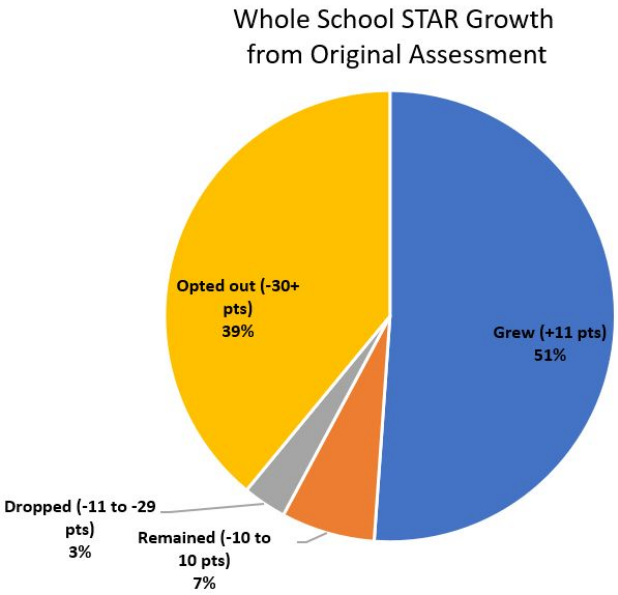


STAR Grade Equivalent Change by Grade

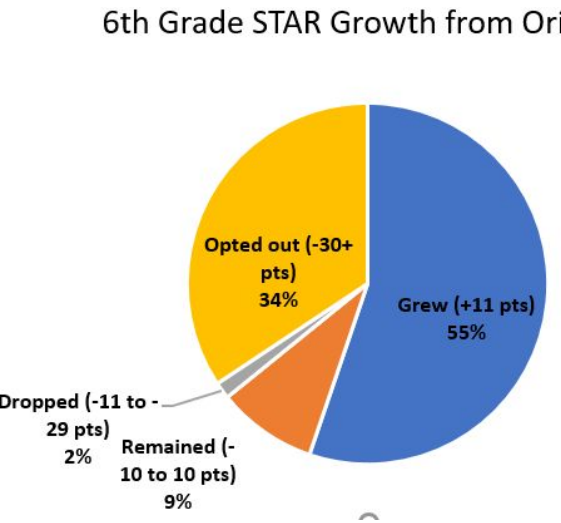


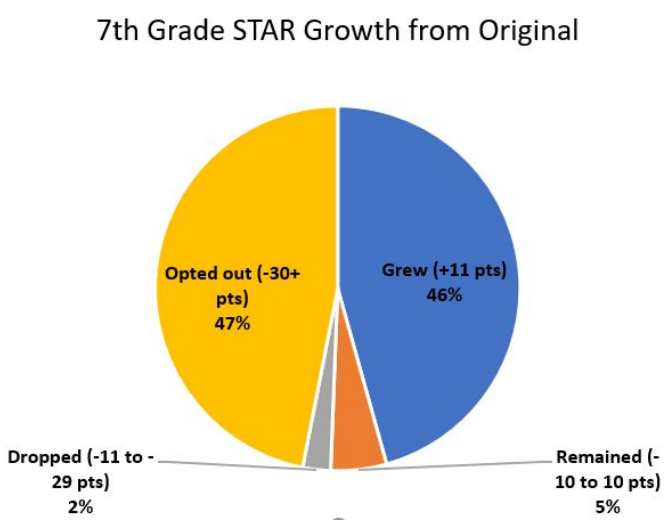
Overall, student growth stalled from November to December - subsequent slides indicate that a high number of students continue to opt-out, making growth estimates difficult.

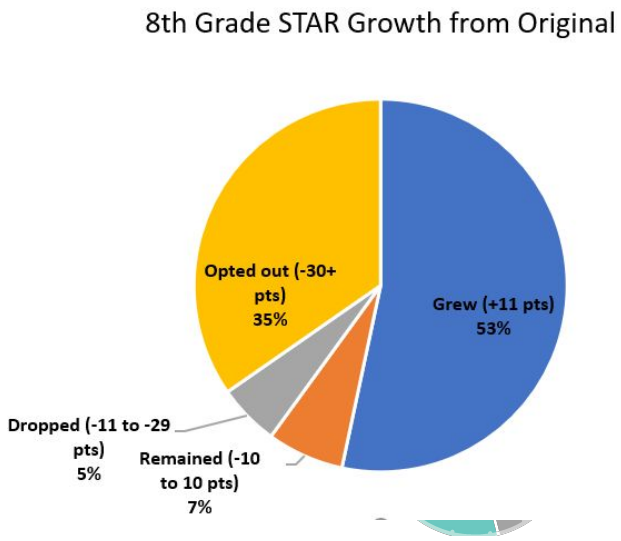
STAR Reading Performance Growth Trends since the beginning of the year



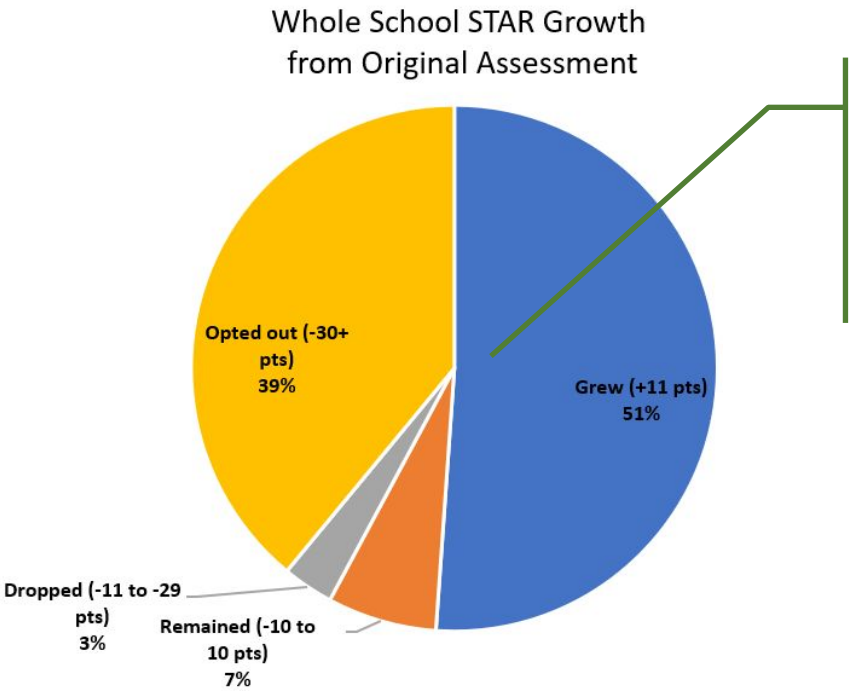
Takeaway: Opting out is still a challenge for our students and masks the overall growth we know students have experienced.







Students who engaged during the STAR assessment continue to demonstrate major growth

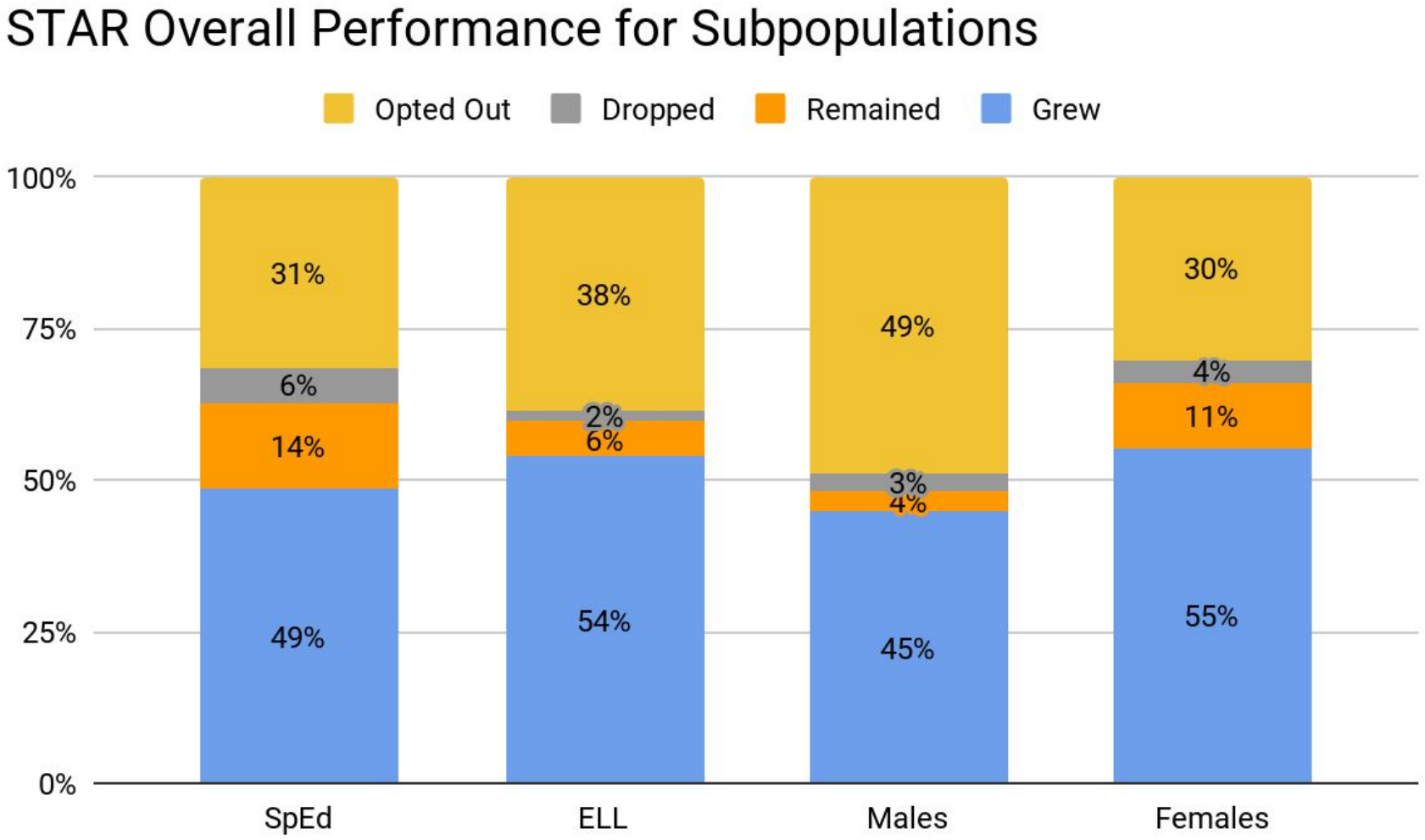


Of the 51% of students that grew so far this year:

- Increased an average of 120 points
- Grew an average of 1.02 Grade levels

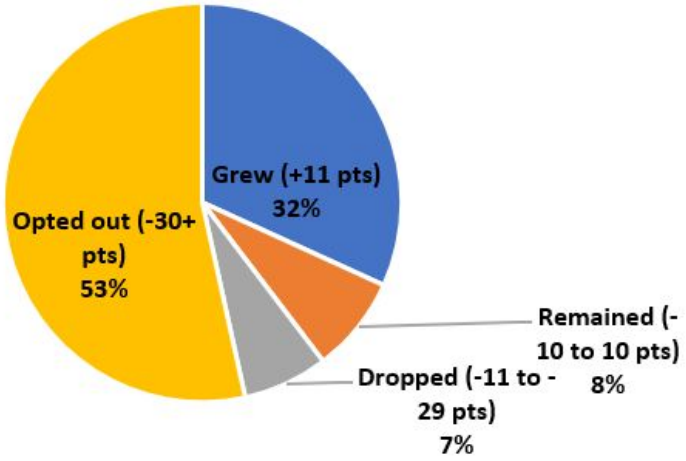
Breakdown of Students that Grew So far this Year by Grade		
	Pts. Improved	Grade Level Improvement
6th	118	1.06
7th	112	0.97
8th	129	1.12

Our ELLs grew slightly more than the overall school average. Males are much more likely to opt out vs. females.



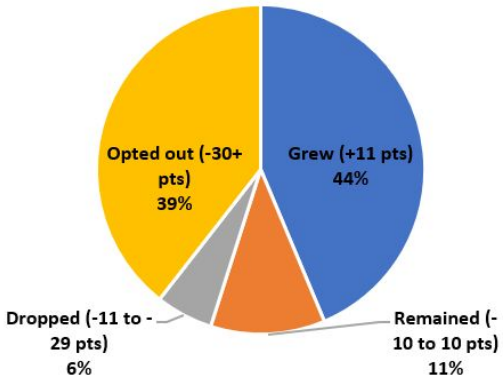
STAR Performance Changes from Nov to December

Whole School STAR Growth from Nov Assessment

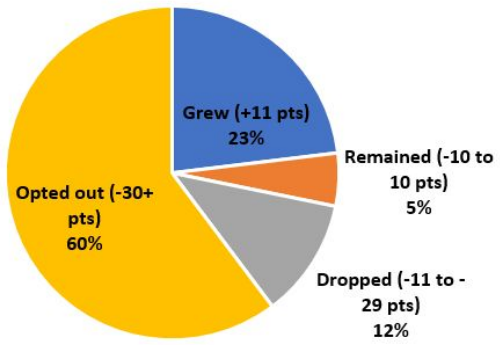


To note: In December, STAR assessments were switched to Science classes (previously held in Social Studies classes). The increase in students opting out in 7th 8th grades may be attributed to level of classroom management and/or lack of student buy-in during that block.

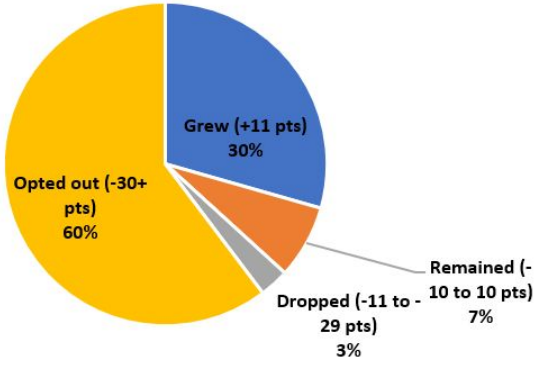
6th Grade STAR Growth from Nov. Assessment



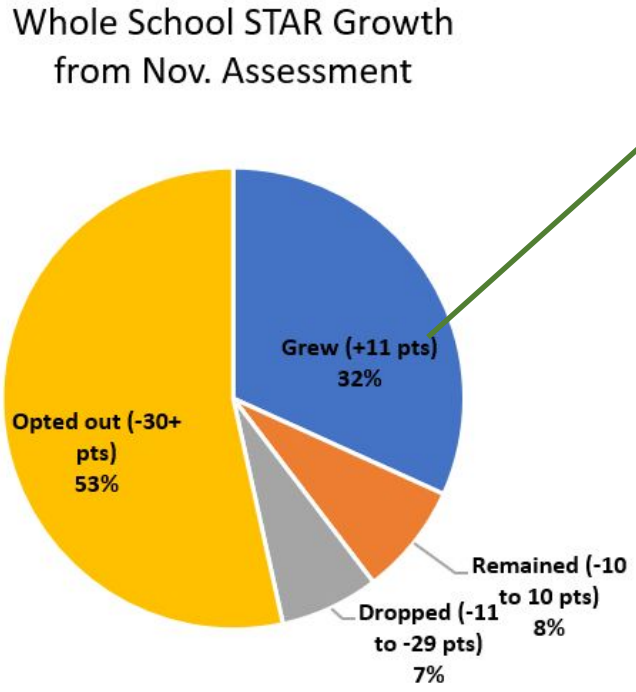
7th Grade STAR Growth from Nov. Assessment



8th Grade STAR Growth from Nov. Assessment



Students who grew from November to December



Of the 32% of students that grew from Nov. to Dec.:

- Increased an average of 90 points
- Grew an average of 0.75 Grade levels

Breakdown of Students that Grew by Grade		
	Pts. Improved	Grade Level Improvement
6th	84	0.7
7th	90	0.9
8th	100	1.05

Attendance

Are we Meeting our Goals?

Goal 1:

School-level Measures	Current Year
Attendance - Full Year	88.96%
Attendance - With SPF Exclusions	89.47%
Total Students	338
Students Included in SPF Calc.	331
Students Meeting SPF Threshold	136
Student % Meeting SPF Threshold	41.09%

Goal 2:

Only **68**% of students are above 90% ADA (was 66%).

*Data retrieved 12/13/2018

Attendance Data Dive - Where are we right now?

-

Avg. Attendance Rates of Compass Academy Over 4 Years				
Grade Level	2015-2016	2016-2017	2017-2018	2018-2019
6	93%	91.2%	91.9%	91.2%
7		92.4%	86.7%	90.5%
8			88.5%	85.6%

Chronic Absenteeism Rates of Compass Academy Over 4 Years				
Grade Level	2015-2016	2016-2017	2017-2018	2018-2019
6	23%	18%	10%	10%
7		14%	16%	10%
8			15%	17%
Total Chronic	23%	32%	41%	37%

* Percentages are total % of total student body population that have 90% or less attendance rate as of 12/13/2018.

Opening Pack Avgs. and Ranking

Overall Average (Minus Students below 80%)

Pack Leader	Rate	Rank
Louise	95.8%	1
Ruby	95.7%	2
Audrey	95.2%	3
Sjoukje	95.2%	4
~~Alicia~~	~~94.4%~~	~~5~~
Eric	94.3%	6
Daylan	94.3%	7
Alex	94.1%	8
SarahS	94.1%	9
Martin	93.9%	10
Jon	93.6%	11
Paula	93.4%	12
Rafael	93.4%	13
MaryKate	93.2%	14
SarahW	93.1%	15
Kerri	93.1%	16
French	92.7%	17
Kati	92.7%	18
Lee	92.4%	19
Lauren	92.3%	20
Jessica	92.2%	21
Kyle	89.8%	22

Last Week's Average (Minus Students below 80%)

Pack Leader	Rate	Rank
SarahS	99.6%	1
Eric	97.8%	2
Audrey	93.7%	3
Ruby	93.3%	4
Lauren	91.7%	5
Jessica	91.7%	6
Jon	91.0%	7
Alex	90.6%	8
Kerri	90.5%	9
Paula	90.3%	10
Sjoukje	90.1%	11
Kati	89.5%	12
Rafael	86.4%	13
Lee	86.2%	14
Martin	85.2%	15
Daylan	84.7%	16
SarahW	82.1%	17
French	82.0%	18
MaryKate	80.8%	19
Kyle	80.3%	20
Louise	79.7%	21
~~Alicia~~		#N/A

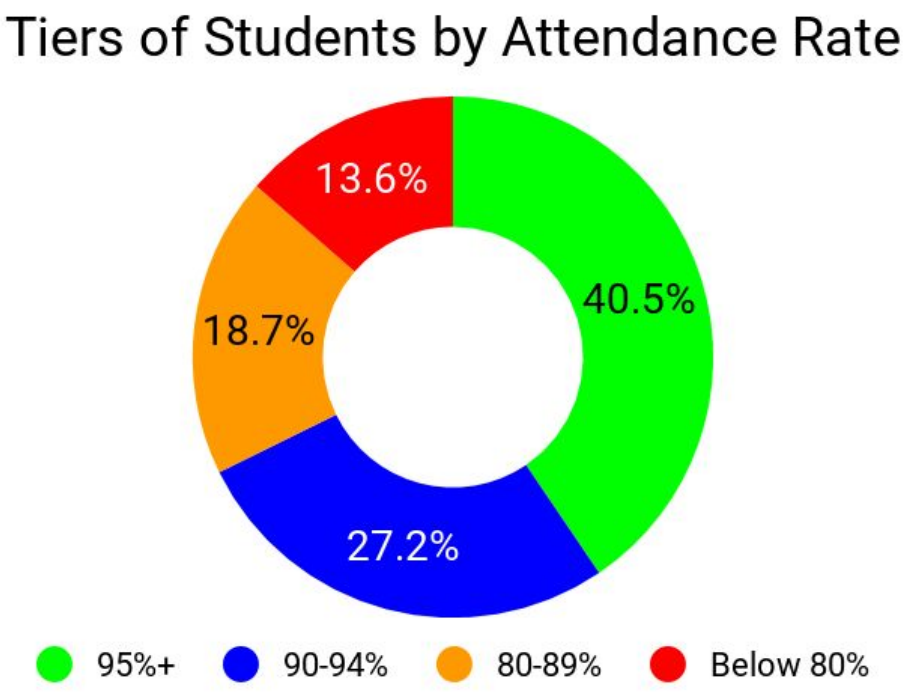
Students below 80% (not included in Pack calculations)
Total: 50

- 6th - 8 (was 12)
- 7th - 11 (was 11)
- 8th - 24 (was 27)

*Data retrieved 12/13/2018

Attendance Profiles - Where are our kids?

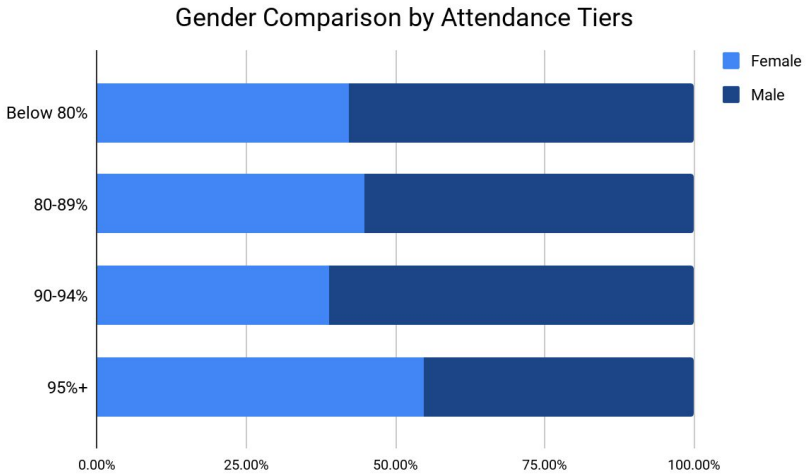
Total Students in Each Tier as of 12/13	
95%+	128 (was 145)
90-94%	84 (was 72)
80-89%	59 (was 59)
Below 80%	43 (was 48)



What the Data says:

- Students in the bottom tiers are slowly improving.
- As December progresses, Students in the top tier are falling below expectation of 95% ADA.

Attendance Breakdown by Grade & Gender

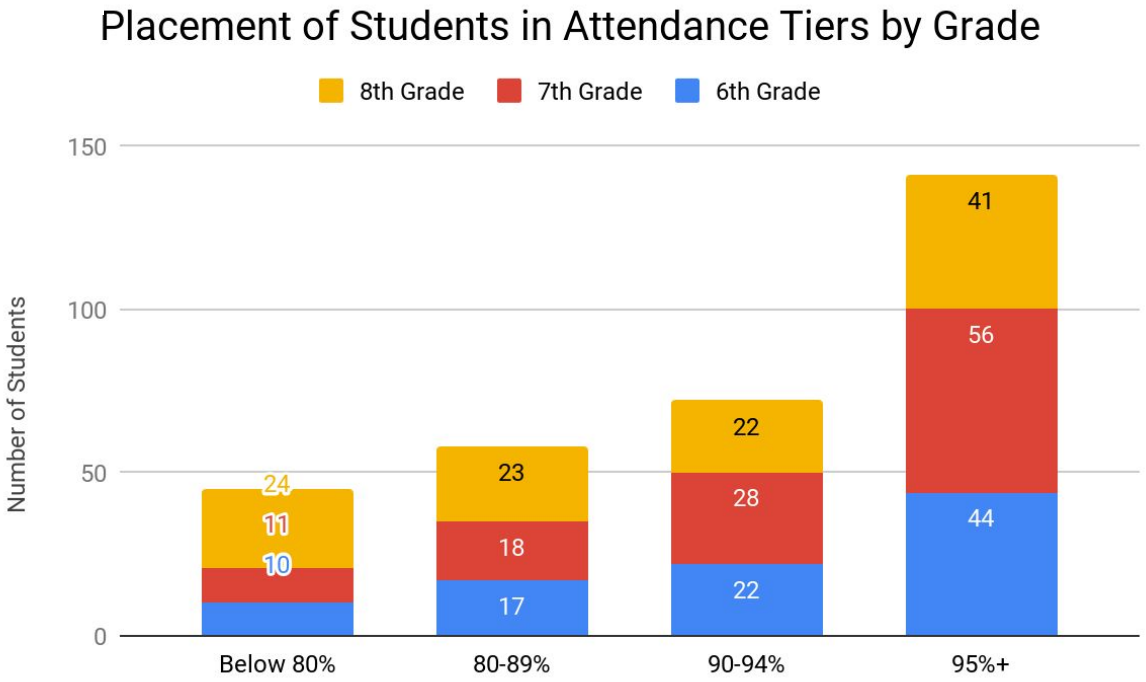


Males struggle more with attendance than females. Females are overrepresented in the 95%+ Tier.

8th Grade is overrepresented in the Below 80% Tier.

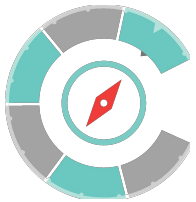
Students are more evently distributed by grade in 80-89% and 90-94% Tiers.

7th grade overrepresented in 95%+ Tier.



Tier Analysis - Using Attendance Data to Identify Potential Root Cause or Anticipate Future Attendance

	Below 80%	80-89%	90-94%	95%+	Comments
% of Students in same Tier last yr	48.6%	43.9%	45.5%	59.7%	Many students carry with them the attendance habits created in prior years, but at times over half of students can drop/improve tiers.
% of Students who have improved from last year's rate	28.8%	47.4%	51.2%	76.7%	
% of Students who had a Student Conference in October	35.6%	62.5%	*	*	*Did not count due to volume. Though a surprise to no one, student conferences are a good indicator as to whether attendance will be a challenge for students.



Results of Recent Attendance Initiatives - Friday Fun Day

Our attendance efforts are making a difference to students' attendance and tardy rates.

Friday Fun Day	
Tiers of Students	% of students who earned Friday Fun Day
Below 80%	20%
80-89%	52%
90-94%	79%
95%+	94%

What does this mean?

With the **right messaging, emphasis** and **incentives in place**, even students that significantly struggle with attendance can make improvements.

Home Visits and Tardy Letters Impact on Attendance

Home Visit Letters Results				
	6th grade	7th grade	8th grade	Overall
Improved	56%	67%	55%	59%
Not improved	44%	33%	45%	41%

Number of Actual Home Visits: 9
Number of Actual Student Pickups: 2

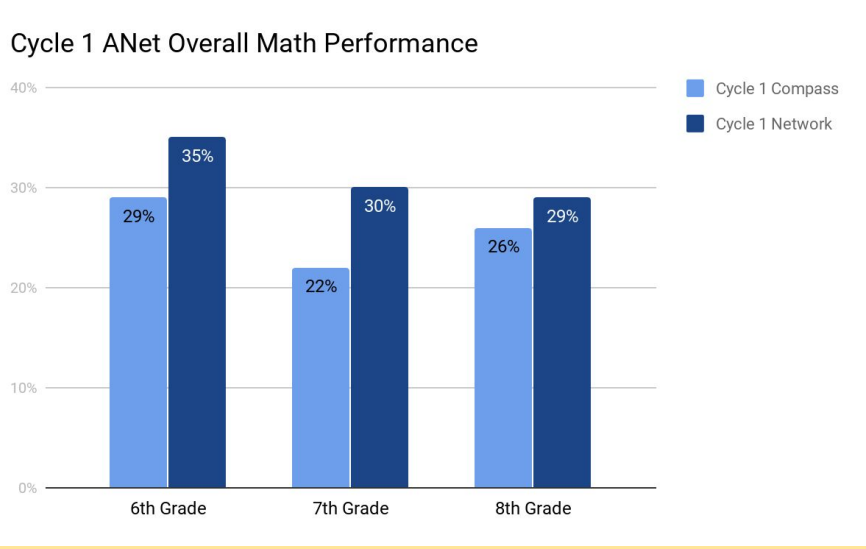
Despite low number of home visits and student pickups, *the increased phone calls and student notification of potential home visits* has made a positive impact on student attendance.

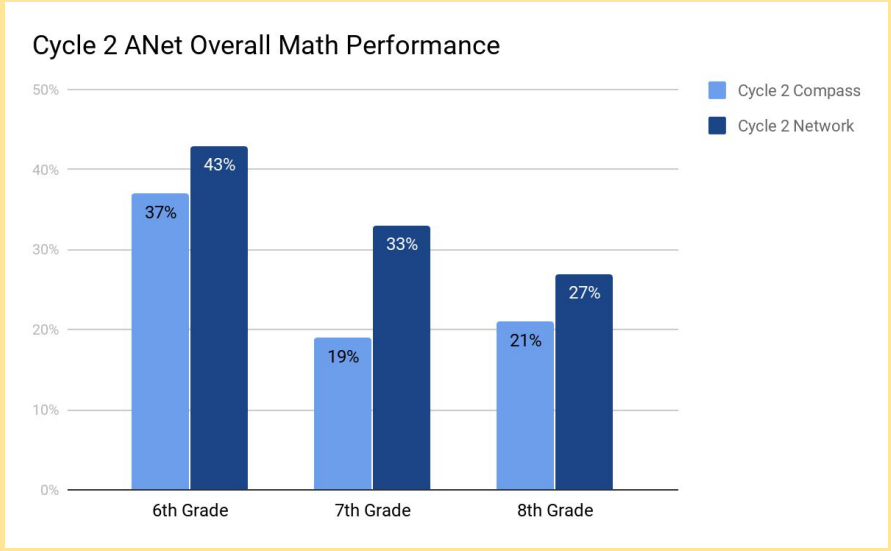
Tardy Letters Results				
	6th grade	7th grade	8th grade	Overall
Improved	56%	50%	40%	47%
Not improved	44%	50%	60%	53%

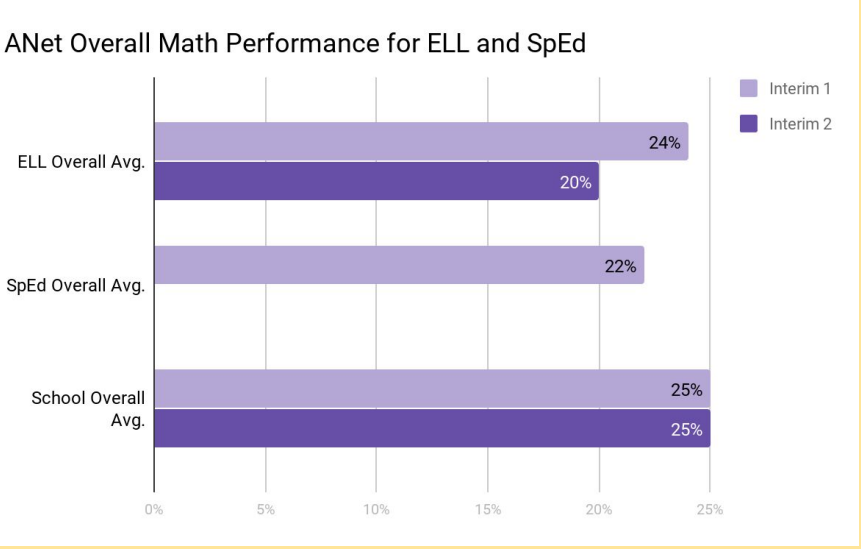
No students have been held after school to make up the time they were late yet, but simply providing the letter and informing students of this potential practice had a positive impact on attendance rates.

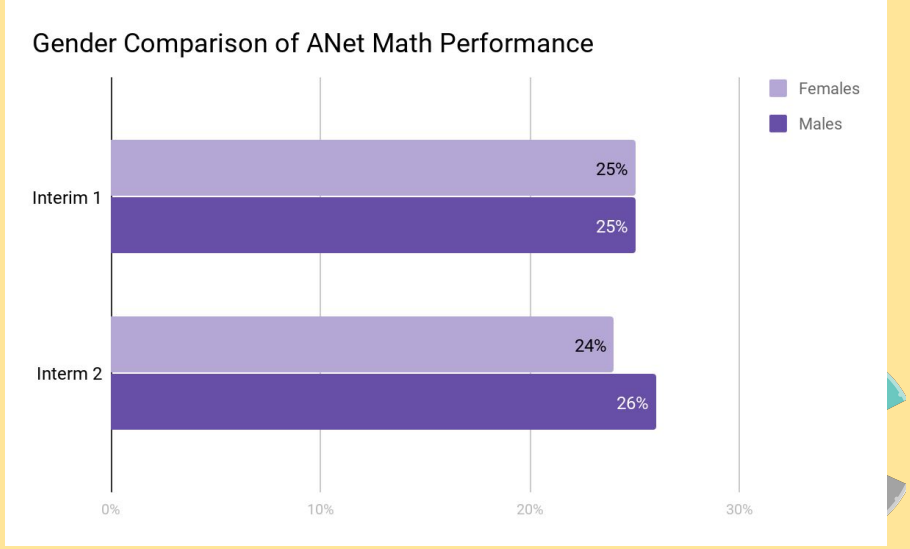
Math

Math ANet performance indicates the biggest gap is in 7th grade Math









Culture

COMPASS ACADEMY
Where Learners & Leaders Grow

2019 High Level Compass Strategy

High Level Process for Strategy Work:

1. Get all key stakeholders aligned on our most critical needs.
2. Build out solution models to explore with stakeholders.
3. Decide on key strategy:
    a. School leadership/SDD engagement
    b. Simultaneous admin and board exec. engagement
    c. Compass board engagement
    d. Teacher, family, other stakeholder engagement

Areas of most critical need:

SPF Approach: The SPF may not properly capture our improvement even if growth is significant (matrix approach) and we must have a proactive strategy with the District.

1) Most urgent: Create high level overview of our goals for this priority (i.e. "we are ahead of what information is coming and are making proactive decisions")
    a) Needs to include - what is success? What is the threshold for various decisions (including surrendering charter)?
    b) Engage board on agreeing to this plan and their role
2) Most urgent: Report that provides clarity around what will bring us to yellow on SPF for 1-year result
    a) Determination of next steps with DPS Board (should we request 1-year review only or specific measure review)
    b) Determination of additional school-level strategies and internal review efforts to meet school needs.
    c) Clarity on what elements of SPF we can push the most urgently (parent surveys etc.)
3) Determine measures we feel confident we are performing in (regardless of SPF weight) that we'll need to advocate for
4) Create list of stakeholders that can advocate for consideration of the measures we believe in
5) Engage with district and other school leaders on likely shifts to SPF (including potential shift to state SPF)
6) Determine key shifts to SPC process we need to advocate for the fall process

Ownership/Process:

1) This generally looks like our structures for renewal process (i.e. Marcia/Nate lead overall process - engage stakeholders throughout) - need to clarify exact roles
2) Take a moment to capture lessons learned from renewal process
3) Clarify systems (who shares what when etc.) based on learning

---

Model Clarity: We need to clarify our stance and approach on our updated model/priorities including our culture/trauma response as it relates to the high-level articulation of our true north and vision for the school. Key questions and thoughts for consideration as we engage with the Model Strategy Map:

1) Are we primarily a Tier 1/2 school? Are we primarily a Tier 2/3 school?

2) Do we stay as a stand-alone or join a network/innovation zone?
3) Do we work to be seen as playing a role in the zone with other school leaders?
4) Are there elements of design that need to be revisited based on what we have learned in the last 4 years and our context?
5) What does it look like to become a trauma responsive school and how committed are we to this vision?
6) Partner with District on the role we play in their family of schools.
7) Understand the impact on existing partnerships
8) Vet budget models
9) Use these decisions to drive SPF/SPC conversations
10) Create strategic plan aligned to model decisions

Ownership/Process:

1) Map of options/opportunities - complete
2) Engagement with slightly larger group on 12.11
3) Convening of Board/Leaders to review options 12.18
4) Project Plan and Staffing for Model Research – SDD/Marcia
5) Budget modeling – Marcia/G&G/SDD
6) Board decision timeline based on approach

Impact on Staff (Recovery for 2019-20): Our model building/turnaround efforts are extremely taxing on those that work in the school and may threaten long-term retention of staff.

1) What are the pros and cons for shortening the day or hours in a week?
    a) What is best for students and how does that impact teacher sustainability?
    b) What other structures should we consider regarding our calendar and schedule?
    c) Do we have a consistent 5-day week and end earlier?
    d) How might we leverage 3:00 – 4:00 in a sustainable way?
2) What are the pros and cons for becoming smaller over time?
3) Budget 5-year plan to get to a sustainable financial model based on enrollment decisions
4) What is the impact of the DPS teacher contract on charter salaries?
    a) What would it take to become competitive?
    b) What are other benefits we need to consider?

Ownership/Process:

1) Need to craft process and ownership in future meeting
2) Schedule a time for the board to vet and vote on proposed 2019/2020 changes regarding school day, staffing model, and salary schedule

Strategy Proposal for 2019-2020 School Year

Proposal Overview			Implications				
Approach	**Opportunities**	**Threats**	**Enrollment**	**Programming**	**Budget**	**Accountability**	**High School**
2019-2020 School Year Proposed Approach This approach reflects a reduction in 8th grade enrollment to minimize late-transfers to Compass as well as adjustments to programming to best support the enrollment trends that the school serves a disproportionate and growing number of Tier 2/Tier 3 students.	Reducing the number of transfers and having better tailored programming to meet the needs of students will allow the team to focus on supporting students in a long-term and meaningful way.	A reduction in enrollment creates budget challenges for the school that will likely need to be addressed through private funding, reductions in costs, or both.	In this model there would be minor Adjustments to Enrollment (e.g., maintaining grades 6 and 7 while reducing grade 8 to 100 in order to not take on significant additional 8th grade transfer students)	In this model there would be minor shifts to Compass' programming to provide additional supports to students. Additionally, the team would explore other shifts that can be made based on Board approval.	Any reduction in enrollment would create budget gaps that will need to be addressed by the school and the Board through either cost reduction, fundraising, or both.	Given SPF models, it is likely Compass will receive a 2 Year SPF Orange Rating. This is likely reflective of the school being on track for 1-year Yellow performance for the 2018-2019 School Year.	Compass and the SDD would continue HS Design work, but opening remains dependent on SPF performance, an alternative approval from DPS, or an alternative approach for the HS.
	Level of Control Compass has with each Implication →		**High** – we can set our enrollment targets, which will limit 8th grade transfers. However, we remain subject to Choice Office enrollment policies and practices along with declining enrollment in SW Denver	**High** – we control our programming and have autonomy in a number of areas. However, we still must be reflective of DPS policies on transportation, schedules, and our shared space with Lincoln.	**High** – we control our budget and spending, however, any reduction in enrollment will create a reduction in student dollars. Additionally, pursuit of the HS will greatly affect the budget.	**Limited** – we are unlikely to break past a 2 Year Orange Rating based on scenario modeling of the SPF. Compass would need to achieve Green status or higher on one-year performance to achieve Yellow Status.	**Limited/Unknown** – Based on approval from the DPS Board, we must achieve Yellow on the SPF to open a HS within DPS. It's unknown whether an alternative approach would produce different results.

Key Board Approvals that are Needed in addition to the Above Proposal

- **Trauma-Responsiveness Deep Dive -** The Compass Board will need to determine its support for a deeper dive on developing a trauma-responsive model for the school, which would start in 2018-2019 School Year with a proposal for relevant changes to the school model to be brought to the board in the 2019-2020 School Year.
- **Middle School Explorations (see Chart Below) -** The Compass Board will need to determine whether Compass Administration should explore, in addition to the above proposed shifts, opportunities for partnership at the Middle School level, including partnering with an established Charter Network, within a Zone, or with DPS in some way.
- **High School Pathways (see Chart Below) -** The Compass Board will need to determine next steps for the High School Pathways work - some which align to Middle School Explorations, as well as other alternative approaches for the future of Compass High School.

Middle School Explorations

Overview			Additional Board Considerations			
Approach	**Opportunities**	**Threats**	**Effect on MS**	**Effect on Governance**	**Effect on Accountability**	**Effect on High School**
Charter Partnership Compass MS partners more deeply with a local charter network	Access to resources and political capital	Compass may lose aspects of its identity/autonomy	**Enrollment -** Minimal **Budget -** Potential: partnership support or costs **Staffing -** Minimal **Programming -** Potential; partnership shifts	Potential; partnership could affect board structure	Potential; may have potential buffer with charter partner	HS is still possible. Likely would need to pursue similar charter partnership for HS if choosing this approach.
Role in SW Zone Compass MS partners with schools in the zone serving Tier 2/3 students	Partner schools support the role we play in the zone and our partnership is transparent to the District	May be a barrier to long-term SPF success unless District is on board with the role we play in the zone	**Enrollment -** Minimal **Budget -** Potential; zone support or costs **Staffing -** Same as Charter Partnership **Programming -** Same as Charter Partnership	Potential; partnership could affect board structure	Potential; may have potential buffer with zone	HS is still possible. Likely would need to pursue similar zone partnership for HS if choosing this approach.
DPS Partnership Compass MS Partners with DPS as a Tier 2/3 Student Demonstration Site	May alleviate accountability challenges with DPS	Compass may lose identity/autonomy	**Enrollment** - Minimal **Budget -** Minimal **Staffing -** Minimal **Programming -** Potential; DPS shifts possible	Potential; partnership could affect board structure	Potential; DPS may provide buffer for SPF challenges	HS is still possible, but it is unclear how DPS partnership would affect HS Design/implementation.

High School Pathways

Overview			Additional Board Considerations	
Approach	**Opportunities**	**Threats**	**Facility**	**Other**
Current Pathway No changes or adjustments to HS Approach	We open on our own terms and on a timeline that's reflective of strong growth in performance	Could lead to a loss of XQ support and the longer timeline and changing conditions in DPS could make waiting a risk	Building challenge remains unless there is significant enrollment shifts and DPS permission to use the Lincoln campus for a 6-12 space	We have already been approved on this pathway for a 6-12 school with performance conditions
Charter Partnership Compass HS partners more deeply with a local charter network	Access to resources and political capital	Compass may lose aspects of its identity/autonomy	Building challenge remains unless charter partner has available space.	
Innovation Zone Compass HS joins or starts a new innovation zone	Builds district buy-in and give HS more CMO-like supports for the school	May impact autonomy or current partnerships	Building challenge remains unless Innovation Zone creates new opportunities.	
Lincoln Partnership Compass partners with Lincoln to develop a shared HS program/structure	Alleviates any building challenges and ensures that we meet expectations to complete a 6-12 pathway for students	Could be a challenging partnership or require significant changes for Compass programming	No building challenge in this partnership.	
Separate Charter Compass HS charter is separated from current 6-12 charter	Potentially removes dependence on MS success in order to open HS	Does not guarantee HS charter approval by DPS or state and could take a long time for approval	Building challenge remains.	
Charter by the State Compass HS pursues a state-based charter.	Changes accountability system for the HS	Is separated from resources and supports from DPS. Many unknowns	Would likely need a private facility for the HS.	
Charter from Neighboring District Compass HS pursues charter from neighboring district.	Changes accountability system for the HS	Could have major costs due to being separated from resources and supports for DPS. Many unknowns	Building challenge remains unless buildings are available in the neighboring district.	
No High School Compass HS is indefinitely put on hold	Allows all teams to focus primarily on MS performance	No pathway for our 8th graders; Major funder and budget implications	No building challenge in this pathway	XQ Grant ends, would impact Compass budget