



Board Meeting DRAFT-AGENDA

789 Sherman St #400, Denver, CO 80203
March 16th, 2017 4:30 – 6:30 PM MT

Conference call information			
<p style="margin: 0;"><u>CLICK HERE TO JOIN THE WEBEX</u></p> <p style="margin: 0;">617-927-2600 Access Code: 994 979 333</p>			
<p>Board Members Attending: Dexter Korto, Annie Proietti (Secretary), Jessica Roberts (Treasurer), Marcia Fulton (Ex-officio), Morris W. Price</p> <p>By Phone: Pami Perea, Jim Balfanz (Vice-Chair), Bob Balfanz, Stephanie Wu</p> <p>Absent Board Members: Mary Seawell (Chair), John Kechriotis</p> <p>Guest: Jason Guerrero (G&G Consulting), Johana Muriel Grajales, Jeff Park, Ana C. Soler</p> <p>TBD: Ryan Mick, Jennifer Savino, Mike Johnston</p>			
Public Compass Academy Board Meeting			
Time	Min	Title and Description	Action
4:30 – 4:35 PM	5	Ripples and Joys	Participate
4:35 – 4:40 PM	5	February Minutes <i>Jim Balfanz</i>	Approve
4:40 – 4:50 PM	10	Board Members Candidates Introductions <i>Ana C. Soler</i>	Inform
4:50 – 5:05 PM	15	FY17 Budget Revision and Financial Report -December financials -February financials <i>Jason Guerrero</i>	Approve
5:05 – 5:15 PM	10	Board Vice-Chair Report -Monitoring recommendations from Blueprint	Inform
5:15 – 5:55 PM	40	Academic Committee Report -Dashboard progress review and SPF progress assumptions based on best indicators <i>Dr. Robert Balfanz, Ryan Mick, Jennifer Savino</i>	Inform and Discuss
5:55 – 6:25 PM	30	ED Update -SY 2017-18 Hiring -SY 2017-18 Student recruitment -SY 2017-18 Calendar -CSSI Visit debrief <i>Marcia Fulton</i>	Inform and Discuss
6:25 – 6:30 PM	5	Board Members Candidates Approval <i>Jim Balfanz</i>	Discuss and Approve
6:30 PM		Closing and Adjourn	

Compass Academy – Board Minutes

Date: February 16, 2017

Location: City Year Denver

In attendance: Marcia Fulton, Annie Proietti, Bob Balfanz, Jim Balfanz, Mary Seawell, Steph Wu, Morris Price, John Kechriotis

Others in attendance: Johana Muriel Grajales, Jason Gurerro, Jeff Park, Sally, Jessica Roberts

On the phone: Pami Perea, Dexter Korto

Absent: Michael Johnston

Mary called meeting to order 4:35 pm

Ripples and Joys

- Know Your Rights sessions at Lincoln/Compass
- Student-led conferences
- Note of gratitude from Emma, City Year Corps member

Minutes

- **January Minutes Approved.**

Board Member Candidate:

- Introductions and Q&A with Jessica Roberts

Ed Update:

- Hiring season- gained access to DPS hiring fairs. Need: 5 teachers for 8th
- Recruitment- 83 first choice and 64 second. Wonderful numbers!! Budget goal is 95 students and reach goal is 112.
- CSSI Visit
 - **ACTION:** All members should sign up for 1 30minute meeting on doodle poll
 - Broad prep materials will be provided
 - General emphasis should be on the action plan and the way we responded to the SPF
- Building bond
 - Bond money to fix pipes, add turf, and air conditioning
 - 2.5 million for learning environment- admin. to influence the usage
- Compass Action Plan Update

FY17 Budget Revision:

- Review P&L and balance sheet. John makes a motion to approve January financials. Jim seconds. Motion passed. **January financials approved.**
- Review Revised budget 2017. Annie makes a motion to approve. Bob seconds. **Revised FY 17 budget approved.**

Academic Dashboard:

- Discussion of daily attendance (93%) and chronic absenteeism (22%)
- Student behavior not on track. Out of school suspension (19 YTD), in school suspension (14 YTD), and in school resets (245).
- Board would like to review other assessment measures for dashboard. Concern that MAPS is not a great predictor of PARCC.
- Review Student Survey

Scope of Work and Mid-year evaluation of SLA:

- Scope of work increases the clarity and defines roles and responsibilities between SDD and CA leadership. **All City Year and John Hopkins board members recuse themselves from the vote to adopt the Scope of Work. John makes a motion to approve the scope of work. Annie seconds. Scope of work approved.**

Discussion and Vote for new board member:

- **Motion made to make Jessica Roberts and official board member of Compass Academy. Motion seconded and passed.**
- **Motion made to make Jessica Roberts the treasure of Compass Academy. Motion seconded and passed.**

Meeting adjourned 7:00 pm

Ana C. Soler, M.A.

4021 Raleigh Street Denver, CO 80212

(c) 303-433-319-6022 Solerana255@gmail.com

SUMMARY OF QUALIFICATIONS

Over twenty-five years of public service, the past fifteen specializing in collaboration and systems change, program development, strategic planning, resource development and facilitation. Areas of expertise include education, community building, leadership, crime and victim services, youth issues, restorative justice, program development, curriculum development, and equity training. Bilingual in Spanish/English.

PROFESSIONAL EXPERIENCE

Director of Youth Engagement, The Civic Canopy

December 2010 to present

As a member of the Leadership Team at The Canopy, responsible for guiding the mission and vision of the agency and supervising staff and interns. Facilitated dozens of projects that increased the quality of work of various nonprofits and government agencies across the state. As Director of Youth Engagement, convened and facilitated, two statewide networks, the Colorado Afterschool Partnership and Colorado 9to25.

Executive Director - Denver FrontRange office of the National Earth Force program

June 2009 to November 2010

Responsible for the overall leadership and direction of agency to fulfill mission of developing a leadership pipeline for youth and facilitating partnerships to support schools which was accomplished by supervision, evaluation and reflection on the model, aligning funding with agency goals and mission. Worked with principals as well as district staff in the development of the program and service learning professional development opportunities. Experience in fund development, short and long term fund raising, planning and implementation as well as maintenance of all financial records. Managed board of directors, recruited volunteers, and developed community partners across the organizations. Founding partner of Denver Green Schools.

Director of Programming - Denver FrontRange office of National Earth Force

September 2005 to May 2009

Responsible for the development and oversight of all programs, including spearheading the institutionalization of service-learning in partner schools and Denver Public Schools and positioning the organization as a leader in community development and education. Created and supervised innovative programming which now serves as the model for all National programs. Supervised staff in the development of curriculum, training, and programming to ensure relevance to and engagement of low income, students of color. National work includes managing the 8 state region responsible for a peer to peer network of education professionals. Work is done through managing the program staff, visioning short and long term goals and ensuring accountability and includes comprehensive curriculum and program development/implementation, quality training of staff and educators, evaluation, and grant reporting.

Director (2003 to 2005), Community Liaison (1998-2002)

Denver District Attorney's Office, Denver, Colorado - Victim Services Network

Key staff member on national demonstration project to develop a model victim service network in Denver, Colorado. Coordinate efforts of over 50 Denver victim service agencies – non-profit, business and criminal

justice system – to improve services for crime victims by addressing issues of needs assessment, collaboration, and service delivery among member agencies.

Initiatives include exploring and developing innovative community based programs that address barriers to service delivery for victims of crime, developing technology applications for service providers and general public use and developing curriculum for allied professionals. Work is done through facilitation of working teams and committees, analysis of data and current literature, grant monitoring and reporting, developing service guidelines and protocols, providing training (cultural competency) and providing technical assistance to victim service and criminal justice professionals nationwide.

Counselor/ Case Manager, (June 1994 – July 1997)

Denver District Attorney's Office, Denver, Colorado - Juvenile Diversion

Responsible for on-going case management services for 20-30 juvenile offenders including assessing clients cognitive, educational, drug/alcohol prevention, restitution, family and community needs; creating and instituting an art based restitution program (A.R.T.T.); working with community partners in victim offender reconciliation; expanding services to youth in the community by creating community service opportunities; visiting youth at home, school and work to monitor progress. Program built on research based best practices and had success with low recidivism rates.

Teacher, English as a Second Language (August 1997-May 1998)

Rishel Middle School, Denver Public Schools, Denver, Colorado

Taught English as a Second Language (ESL), Spanish, and English to 6-8 graders at an inner- city Denver Public middle school. Responsibilities included, developing curriculum for four different daily classes to challenge students and meet their needs, organizing service-oriented field trips, conducting home visits for all ESL students.

Family Case Manager (September 1993 to May 1994)

Colorado Coalition for the Homeless, Denver, CO

Developed and monitored a case plan with each family which specified needs, goals, and actions toward a stable, independent living situation

Counselor/Outreach Coordinator (April 1991 - September 1993)

Urban Peak, Denver, Colorado

Managed caseload of runaway, homeless, and at-risk youth and coordinated outreach program; increased visibility of outreach efforts, increased staff salary, and volunteer hours.

EDUCATION

University of Colorado at Denver, Colorado

Master of Education, Curriculum and Instruction, 1997

Emphasis-Secondary Bilingual education

Emory University, Atlanta, Georgia

Bachelor of Arts, Psychology, 1990

PROFESSIONAL AFFILIATIONS/TRAINING EXPERIENCE

- Cottonwood Institute, Boardmember – 2013 – current
- Denver Victims Crime Compensation Board, Denver District Attorney's Office, 2011 – 2014
- Founding Partner, Denver Green School, 2008 – 2010

- Civic Canopy, Board President, 2008 – 2010
- Colorado Association of Environmental Educators, 2008 - 2012
- Mayor’s Gay, Lesbian, Bisexual and Transgendered Commission, 2005-2007
- Latina Safehouse Initiative, Founder, 2005-2008
- Circle of Latina Leadership (CLL) graduate, 2006
- Earthforce, Board of Directors, 2001 - 2005
- 32 Avenue Jubilee Center, Board of Directors, 2004 - 2009
- MOSAIC: Cultural Competency Training Organization, Founding Member, 1999 – 2008
- Chinook Fund, Board President, 2002-2004; Vice Chair, 2001-2002; Board of Directors, 1997– 2004.
- Urban Children’s Mental Health Coalition, Resource board member, May 1996 – July 1997
- Community College of Denver/TechWest Campus, Community Board member - July 1994 to January 1997

PUBLICATIONS/ HONORS

- Community Advocate Fact Sheet, Office for Victims of Crime, November 2001
- Curriculum on Homelessness, Colorado Department of Education, 1994
- Partnership Award, National Multi-Cultural Institute, May, 2001

COMPETENCIES

- Program and initiative development
- International trainer on collaboration, systems change, diversity and service learning
- Team and leadership development
- Fluent in Spanish – spoken
- Curriculum development

Compass Academy
Balance Sheet Prev Year Comparison
As of February 28, 2017

	<u>Feb 28, 17</u>	<u>Feb 29, 16</u>	<u>\$ Change</u>	<u>% Change</u>
ASSETS				
Current Assets				
Checking/Savings				
8101a · Petty Cash	100.00	0.00	100.00	100.0%
8101 · First Bank	394,921.66	341,527.69	53,393.97	15.63%
Total Checking/Savings	<u>395,021.66</u>	<u>341,527.69</u>	<u>53,493.97</u>	<u>15.66%</u>
Accounts Receivable				
8142 · Grants Receivable	45,000.00	0.00	45,000.00	100.0%
Total Accounts Receivable	<u>45,000.00</u>	<u>0.00</u>	<u>45,000.00</u>	<u>100.0%</u>
Other Current Assets				
8181 · Prepaid Expense	5,750.50	0.00	5,750.50	100.0%
Total Other Current Assets	<u>5,750.50</u>	<u>0.00</u>	<u>5,750.50</u>	<u>100.0%</u>
Total Current Assets	<u>445,772.16</u>	<u>341,527.69</u>	<u>104,244.47</u>	<u>30.52%</u>
Other Assets				
8105 TABOR Reserve Held by DPS	0.00	27,123.85	-27,123.85	-100.0%
Total Other Assets	<u>0.00</u>	<u>27,123.85</u>	<u>-27,123.85</u>	<u>-100.0%</u>
TOTAL ASSETS	<u><u>445,772.16</u></u>	<u><u>368,651.54</u></u>	<u><u>77,120.62</u></u>	<u><u>20.92%</u></u>
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
7421 · Accounts Payable	25,740.57	6,839.53	18,901.04	276.35%
Total Accounts Payable	<u>25,740.57</u>	<u>6,839.53</u>	<u>18,901.04</u>	<u>276.35%</u>
Other Current Liabilities				
7461 · YE Payroll Liabilities	24,697.47	0.00	24,697.47	100.0%
7471 · Payroll Liabilities	8,517.21	1,155.34	7,361.87	637.2%
Total Other Current Liabilities	<u>33,214.68</u>	<u>1,155.34</u>	<u>32,059.34</u>	<u>2,774.88%</u>
Total Current Liabilities	<u>58,955.25</u>	<u>7,994.87</u>	<u>50,960.38</u>	<u>637.41%</u>
Total Liabilities	<u>58,955.25</u>	<u>7,994.87</u>	<u>50,960.38</u>	<u>637.41%</u>
Equity				
6710 · Non-Spendable Fund Balance	10,151.00	0.00	10,151.00	100.0%
6721 · TABOR 3% Emergency Reserve	48,000.00	0.00	48,000.00	100.0%
6770 · Unassigned Fund Balance	159,039.82	92,714.81	66,325.01	71.54%
Net Income	169,626.09	267,941.86	-98,315.77	-36.69%
Total Equity	<u>386,816.91</u>	<u>360,656.67</u>	<u>26,160.24</u>	<u>7.25%</u>
TOTAL LIABILITIES & EQUITY	<u><u>445,772.16</u></u>	<u><u>368,651.54</u></u>	<u><u>77,120.62</u></u>	<u><u>20.92%</u></u>

Compass Academy
Profit & Loss Budget vs. Actual Collap.
July 2016 through February 2017

	<u>Jul '16 - Feb 17</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Income				
1000 · Local Revenue Source	328,949.14	573,743.00	-244,793.86	57.33%
3000 · State Revenue	62,354.88	79,171.00	-16,816.12	78.76%
4000 · Federal Revenue	169,871.29	337,333.00	-167,461.71	50.36%
5700 · PPR	1,294,814.89	1,732,225.00	-437,410.11	74.75%
Total Income	<u>1,855,990.20</u>	<u>2,722,472.00</u>	<u>-866,481.80</u>	<u>68.17%</u>
Gross Profit	1,855,990.20	2,722,472.00	-866,481.80	68.17%
Expense				
0100 · Salaries	798,316.25	1,292,604.00	-494,287.75	61.76%
0200 · Employee Benefits	154,641.61	273,521.00	-118,879.39	56.54%
0300 · Purchased Profess and Tech Serv	175,612.27	365,050.00	-189,437.73	48.11%
0400 · Purchased Prop. Services	8,568.22	11,200.00	-2,631.78	76.5%
0430 · Repairs and Maint	1,431.51			
0500 · Other Purchased Services	50,899.54	60,613.00	-9,713.46	83.98%
0513 · Contracted Field Trips	7,372.33	15,000.00	-7,627.67	49.15%
0520 · Insurance Premiums	22,571.63	26,984.00	-4,412.37	83.65%
0580 · Travel, Regis, Ent	16,296.38	28,000.00	-11,703.62	58.2%
0594 · District Purchased Services	259,235.76	320,518.00	-61,282.24	80.88%
0595 · Denver Overhead Costs	41,871.79	78,416.00	-36,544.21	53.4%
0596 · Charter Food Authority	0.00	472.00	-472.00	0.0%
0600 · Supplies	97,605.50	114,964.00	-17,358.50	84.9%
0640 · Books and Materials	17,284.36	26,028.00	-8,743.64	66.41%
0700 · Property	31,540.30	91,322.00	-59,781.70	34.54%
0800 · Other Objects	383.26	661.00	-277.74	57.98%
0810 · Dues and Fees	2,733.40	2,100.00	633.40	130.16%
Total Expense	<u>1,686,364.11</u>	<u>2,707,453.00</u>	<u>-1,021,088.89</u>	<u>62.29%</u>
Net Income	<u><u>169,626.09</u></u>	<u><u>15,019.00</u></u>	<u><u>154,607.09</u></u>	<u><u>1,129.41%</u></u>

Compass Academy
Credit, Debit, and Purchase Card Statements
As of February 28, 2017

Type	Date	Num	Name	Memo	Split	Amount	Balance
8101 - First Bank							451,734.59
Check	02/01/2017	DBT	IRIS		0610 - General Supplies	-68.20	451,666.39
Check	02/01/2017	DBT	Amazon.com		0734 - Technology Equipment	-269.95	451,396.44
Deposit	02/02/2017			Deposit	0610 - General Supplies	472.85	451,869.29
Check	02/02/2017	DBT	Best Buy		0734 - Technology Equipment	-1,648.99	450,220.30
Check	02/02/2017	1653	Garza Armstrong, Rudionna	10006	-SPLIT-	-84.59	450,135.71
Liability Check	02/02/2017	ACH	City and County of Denver		Denver OPT Liability	-143.75	449,991.96
Check	02/02/2017	DBT	Amazon.com		0640 - Books and Materials	-50.20	449,941.76
Bill Pmt -Check	02/02/2017	1654	G&G Consulting Group		7421 - Accounts Payable	-4,965.96	444,975.80
Bill Pmt -Check	02/02/2017	1655	Grace Technology Systems		7421 - Accounts Payable	-2,200.00	442,775.80
Bill Pmt -Check	02/02/2017	1656	Pinnacol Assurance		7421 - Accounts Payable	-894.00	441,881.80
Bill Pmt -Check	02/02/2017	1657	Wells Fargo Vendor Financial Services LLC	Acct Number 1579856-3538979	7421 - Accounts Payable	-281.05	441,600.75
Check	02/02/2017	DBT	IRIS	invoice number 0168525-IN	0610 - General Supplies	-85.75	441,515.00
Deposit	02/03/2017			Deposit	-SPLIT-	87,063.36	528,578.36
Check	02/03/2017	DBT	Amazon.com		0610 - General Supplies	-81.14	528,497.22
Check	02/03/2017	DBT	Amazon.com		0610 - General Supplies	-32.98	528,464.24
Check	02/03/2017	DBT	Colorado Bureau of Investigation		0340 - Technical Services	-6.85	528,457.39
Deposit	02/03/2017			Deposit	0610 - General Supplies	39.63	528,497.02
Check	02/06/2017	DBT	IRIS	invoice number 0168561-IN	0610 - General Supplies	-85.75	528,411.27
Check	02/08/2017	DBT	Ricoh		Office Supplies	-42.57	528,368.70
Bill Pmt -Check	02/09/2017	1658	North High School Chess Club		7421 - Accounts Payable	-100.00	528,268.70
Check	02/09/2017	DBT	Eon		0610 - General Supplies	-644.41	527,624.29
Deposit	02/10/2017			Deposit	3113 - Capital Construction Fund	2,759.66	530,383.95
Check	02/13/2017	1659	Wuarin, Celine E.		-SPLIT-	-202.10	530,181.85
Check	02/13/2017	DBT	Amazon.com		0610 - General Supplies	-840.46	529,341.39
Check	02/13/2017	1660	Emma Badner	VOID:	0630 - Food -Snack (BOLD FS FUND ONLY)	0.00	529,341.39
Liability Check	02/13/2017		Denver Public Schools	VOID: never printed	-SPLIT-	0.00	529,341.39
Liability Check	02/13/2017	1661	Denver Public Schools		-SPLIT-	-10,306.51	519,034.88
Check	02/13/2017	DBT	Amazon.com		0610 - General Supplies	-43.98	518,990.90
Check	02/13/2017	DBT	Sam's Club		0630 - Food -Snack (BOLD FS FUND ONLY)	-447.00	518,543.90
Bill Pmt -Check	02/13/2017	1662	Charter Substitute Teacher Network		7421 - Accounts Payable	-3,150.00	515,393.90
Bill Pmt -Check	02/13/2017	1663	College View Community Center Youth	VOID:	7421 - Accounts Payable	0.00	515,393.90
Bill Pmt -Check	02/13/2017	1664	Comcast	Account Number 8497 30 324 2780576	7421 - Accounts Payable	-291.00	515,102.90
Bill Pmt -Check	02/13/2017	1665	Eldorado Artesian Springs, Inc		7421 - Accounts Payable	-245.95	514,856.95
Check	02/13/2017	DBT	Emma Badner		0630 - Food -Snack (BOLD FS FUND ONLY)	-15.45	514,841.50
Liability Check	02/14/2017		QuickBooks Payroll Service	Created by Payroll Service on 02/10/2017	-SPLIT-	-79,602.21	435,239.29
Check	02/14/2017	DBT	Amazon.com		0610 - General Supplies	-27.95	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34

Compass Academy
Credit, Debit, and Purchase Card Statements
As of February 28, 2017

Type	Date	Num	Name	Memo	Split	Amount	Balance
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Paycheck	02/15/2017		Confidential Payroll Item	Direct Deposit	-SPLIT-	0.00	435,211.34
Liability Check	02/15/2017	ACH	PERA	488	-SPLIT-	-13,464.30	421,747.04
Liability Check	02/15/2017	ACH	Internal Revenue Service	47-1698243	-SPLIT-	-13,167.92	408,579.12
Liability Check	02/15/2017	ACH	Colorado Department of Revenue		Colorado State Withholding	-3,256.00	405,323.12
Check	02/15/2017	DBT	Amazon.com		0610 · General Supplies	-48.69	405,274.43
Check	02/15/2017	DBT	Papa Johns		0580 · Travel, Regis, Ent	-205.25	405,069.18
Check	02/15/2017	DBT	Sam's Club		0580 · Travel, Regis, Ent	-57.00	405,012.18
Deposit	02/17/2017			Deposit	0580 · Travel, Regis, Ent	300.00	405,312.18
Check	02/17/2017	DBT	Yoyas		0580 · Travel, Regis, Ent	-143.00	405,169.18
Check	02/21/2017	DBT	Eon		0610 · General Supplies	-9.42	405,159.76
Check	02/22/2017	1666	Sanchez, Lilibeth	10013	0580 · Travel, Regis, Ent	-36.75	405,123.01
Check	02/22/2017	1667	Garza Armstrong, Rudionna	10006	0610 · General Supplies	-15.14	405,107.87
Bill Pmt -Check	02/22/2017	1668	Charter Substitute Teacher Network		7421 · Accounts Payable	-1,950.00	403,157.87
Bill Pmt -Check	02/22/2017	1669	College View Community Center Youth		7421 · Accounts Payable	-3,619.26	399,538.61
Bill Pmt -Check	02/22/2017	1670	Colorao League of Charter Schools		7421 · Accounts Payable	-697.48	398,841.13
Bill Pmt -Check	02/22/2017	1671	Hanover	Customer Number 1513303637-001-000	7421 · Accounts Payable	-1,506.70	397,334.43
Bill Pmt -Check	02/22/2017	1672	Ray Washington		7421 · Accounts Payable	-315.00	397,019.43
Check	02/22/2017	DBT	Eon		0610 · General Supplies	-39.60	396,979.83
Check	02/22/2017	DBT	Colorado Bureau of Investigation		0340 · Technical Services	-6.85	396,972.98
Check	02/22/2017	DBT	Colorado Bureau of Investigation		0340 · Technical Services	-6.85	396,966.13
Check	02/22/2017	DBT	Walmart		0610 · General Supplies	-176.97	396,789.16
Check	02/22/2017	DBT	Microsoft		0534 · Online Services	-2.07	396,787.09
Deposit	02/22/2017			Interest	1500 · Interest Income	3.55	396,790.64
Check	02/23/2017	DBT	Eon		0610 · General Supplies	-435.86	396,354.78
Check	02/23/2017	DBT	Amazon.com		0610 · General Supplies	-20.97	396,333.81
Check	02/23/2017	DBT	Parking Lot		0580 · Travel, Regis, Ent	-10.00	396,323.81
Check	02/24/2017	DBT	TIG		0340 · Technical Services	-175.00	396,148.81
Check	02/24/2017	DBT	TIG		0610 · General Supplies	-110.00	396,038.81
Check	02/27/2017	DBT	Lawrence and Larimer LLC	Invoice # 022717	0690 · Uniforms	-750.00	395,288.81
Check	02/28/2017	DBT	Eon		0610 · General Supplies	-101.29	395,187.52
Check	02/28/2017	DBT	Amazon.com		0610 · General Supplies	-8.08	395,179.44
Check	02/28/2017	DBT	Chalkbeat		0540 · Advertising	-149.00	395,030.44
Check	02/28/2017	DBT	Walgreens		0610 · General Supplies	-3.99	395,026.45
Check	02/28/2017	DBT	Amazon.com		0630 · Food -Snack (BOLD FS FUND ONLY)	-67.79	394,958.66

Compass Academy
Credit, Debit, and Purchase Card Statements
 As of February 28, 2017

Type	Date	Num	Name	Memo	Split	Amount	Balance
Check	02/28/2017			Service Charge	0313a · Bank Fees	-37.00	394,921.66
Total 8101 · First Bank						-56,812.93	394,921.66
TOTAL						-56,812.93	394,921.66

Compass Academy
Accounts Payable Check Register
As of February 28, 2017

Type	Date	Num	Name	Memo	Split	Amount	Balance
7421 - Accounts Payable							716.93
Bill	02/01/2017	6022	G&G Consulting Group		-SPLIT-	4,965.96	5,682.89
Bill	02/01/2017	33232	Grace Technology Systems		0340 - Technical Services	2,200.00	7,882.89
Bill	02/01/2017	0000176	College View Community Center Youth		0320c - Whole Child Enrichment	90.00	7,972.89
Bill	02/01/2017	0000165	College View Community Center Youth		0320c - Whole Child Enrichment	450.00	8,422.89
Bill	02/01/2017	0000177	College View Community Center Youth		0320c - Whole Child Enrichment	360.00	8,782.89
Bill	02/01/2017	0000166	College View Community Center Youth		0320c - Whole Child Enrichment	1,102.50	9,885.39
Bill	02/01/2017		College View Community Center Youth		0320c - Whole Child Enrichment	1,616.76	11,502.15
Bill Pmt -Check	02/02/2017	1654	G&G Consulting Group		8101 - First Bank	-4,965.96	6,536.19
Bill Pmt -Check	02/02/2017	1655	Grace Technology Systems		8101 - First Bank	-2,200.00	4,336.19
Bill Pmt -Check	02/02/2017	1656	Pinnacol Assurance		8101 - First Bank	-894.00	3,442.19
Bill Pmt -Check	02/02/2017	1657	Wells Fargo Vendor Financial Services LLC	Acct Number 1579856-3538979	8101 - First Bank	-281.05	3,161.14
Bill	02/02/2017	3175	Charter Substitute Teacher Network		0320b - Substitutes	3,150.00	6,311.14
Bill	02/03/2017		Comcast	Account Number 8497 30 324 2780576	0531 - Phone/Office	291.00	6,602.14
Bill	02/04/2017		Hanover	Customer Number 1513303637-001-000	0521 - Liability Insurance	1,506.70	8,108.84
Bill	02/08/2017		North High School Chess Club		0610 - General Supplies	100.00	8,208.84
Bill	02/08/2017		T-Mobile	Acct number 955238103	0531 - Phone/Office	90.95	8,299.79
Bill Pmt -Check	02/09/2017	1658	North High School Chess Club		8101 - First Bank	-100.00	8,199.79
Bill	02/10/2017	21551215	Eldorado Artesian Springs, Inc	Acct 175558	Office Supplies	15.50	8,215.29
Bill Pmt -Check	02/13/2017	1662	Charter Substitute Teacher Network		8101 - First Bank	-3,150.00	5,065.29
Bill Pmt -Check	02/13/2017	1663	College View Community Center Youth	VOID:	8101 - First Bank	0.00	5,065.29
Bill Pmt -Check	02/13/2017	1664	Comcast	Account Number 8497 30 324 2780576	8101 - First Bank	-291.00	4,774.29
Bill Pmt -Check	02/13/2017	1665	Eldorado Artesian Springs, Inc		8101 - First Bank	-245.95	4,528.34
Bill	02/14/2017	9042	Colorao League of Charter Schools		0810 - Dues and Fees	697.48	5,225.82
Bill	02/17/2017	3364	Charter Substitute Teacher Network		0320b - Substitutes	1,950.00	7,175.82
Bill	02/17/2017	98360186	Wells Fargo Vendor Financial Services LLC	Acct Number 1579856-3538979	-SPLIT-	2,667.94	9,843.76
Bill	02/21/2017	2007	Ray Washington		0320c - Whole Child Enrichment	315.00	10,158.76
Bill	02/21/2017	18453585	Pinnacol Assurance		0526 - Worker's Comp Insurance	894.00	11,052.76
Bill	02/21/2017	17-002-005	Denver Public Schools		0320a - Contracted services	276.25	11,329.01
Bill Pmt -Check	02/22/2017	1668	Charter Substitute Teacher Network		8101 - First Bank	-1,950.00	9,379.01
Bill Pmt -Check	02/22/2017	1669	College View Community Center Youth		8101 - First Bank	-3,619.26	5,759.75
Bill Pmt -Check	02/22/2017	1670	Colorao League of Charter Schools		8101 - First Bank	-697.48	5,062.27
Bill Pmt -Check	02/22/2017	1671	Hanover	Customer Number 1513303637-001-000	8101 - First Bank	-1,506.70	3,555.57
Bill Pmt -Check	02/22/2017	1672	Ray Washington		8101 - First Bank	-315.00	3,240.57
Bill	02/28/2017	17-2	City Year, Inc		0320a - Contracted services	22,500.00	25,740.57
Total 7421 - Accounts Payable						25,023.64	25,740.57
TOTAL						25,023.64	25,740.57



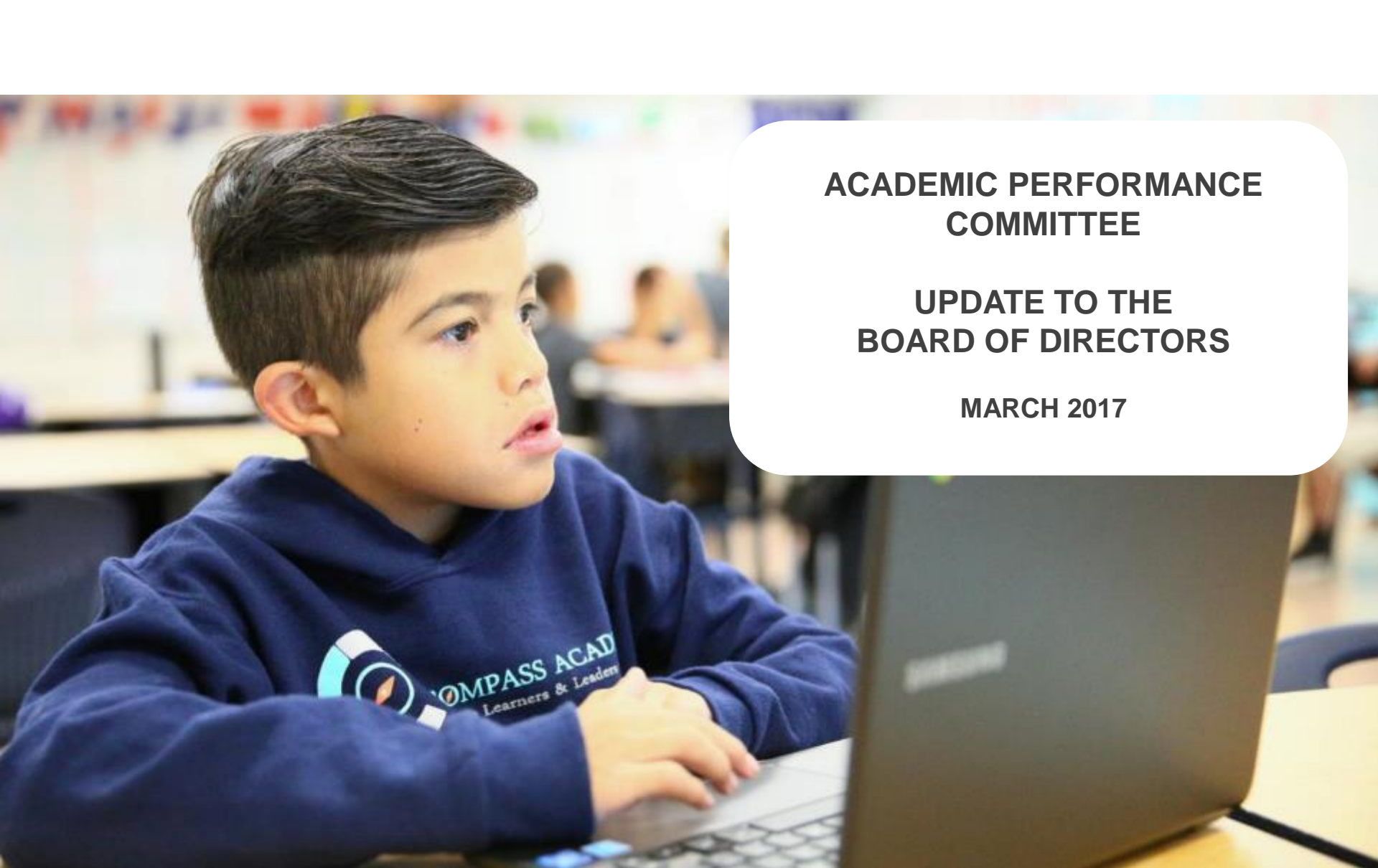
MEMORANDUM

To: Compass Academy Governing Board
From: Mary Seawell
CC: Jeff Park (City Year School Design Division)
Date: March 16, 2017
Subject: Monitoring progress towards recommendations from external review
Attachments: External Review Report to Compass Academy’s Governing Board

Outlined below are the processes for the Governing Board to leverage learnings and monitor progress towards the recommendations presented by Blueprint:

ACADEMIC PROGRAM RECOMMENDATIONS	
RECOMMENDATIONS	MONITORING PROCESS
1 Define Systemic Student Behavior Expectations	<p>The Board will receive updates on the Compass/SDD Action Plan and track progress</p> <ul style="list-style-type: none"> ▪ The Executive Director will present an updated version of the Action Plan and progress at all Governing Board meetings. ▪ The Executive Director will present a memo outlining progress towards the Action Plan as part of the monthly update to the Board. <p>The Board will understand and track the SPF indicators to ensure the school is moving out of red</p> <ul style="list-style-type: none"> ▪ The Executive Director and the Chief Academic officer will partner with the School Design Division to support the Academic Performance Committee to inform the Board on: <ul style="list-style-type: none"> ○ The portfolio of assessments implemented in the school ○ Student assessment results and as they become available ○ Research on assessments implemented by high performing schools (local or national) to benchmark PARCC performance ▪ The Executive Director and the Chief Academic officer will partner with the School Design Division to support the Academic Performance Committee in enhancing the Dashboard used to inform the Board on student performance. The Dashboard will integrate best possible indicators of progress to meet SPF indicators. ▪ The Dashboard will be included on the monthly Board meeting materials and reviewed by the Academic Performance Committee when significant changes are made or during the Committee’s reports to the Board.
2 Establish Instructional Coherence	

OPERATIONAL SYSTEMS AND STRUCTURES RECOMMENDATIONS	
RECOMMENDATION	MONITORING PROCESS
<p>1 Leverage weekly school design meetings and bi-annual retreats to ensure alignment on which elements of the design and model are fixed, fixed-flexible and flexible in order to help School Leadership understand which changes can be decided at the school site and which ones need further review or approval from the SDD.</p>	<ul style="list-style-type: none"> ▪ Compass Academy leadership team will develop a PLAYBOOK that will guide the alignment of year by year expansion of Compass Academy’s model implementation with long term priorities. In this process Compass Academy will gather feedback from JHU, City Year and the SDD team to leverage knowledge and reflect the expectations of the partnership. ▪ Compass Academy will develop a SY2017-18 Action Plan/Strategic Plan and day-to-day bell schedule that will align with the PLAYBOOK.
<p>2 The SDD and CA Leadership prioritize topics within the 2016-17 Scope of Work that require more concrete definition of deliverables and roles.</p>	<ul style="list-style-type: none"> ▪ On February 16, 2017 the Board reviewed, voted and approved the revised 2016-17 Scope of Work. (all City Year and John Hopkins board members recused themselves from the vote). ▪ The approved Scope of Work provides increased clarity and defines roles and responsibilities between the School Design Division and Compass Academy leadership. ▪ The Executive Director is able to work with the SDD on modifications without board approval if the changes do not substantively alter the Scope of Work.
<p>3 Ensure the protocols in the SLA are reviewed and agreed upon annually between the Board, Executive Director and SDD.</p>	<ul style="list-style-type: none"> ▪ On April of 2017 the Board will review a draft version of the SLA and on May of 2017 the Board will review and approve the 2017-18 Scope of Work. ▪ On August of 2017 the Executive Director of Compass Academy and the School Design Division will present updated organizational charts to reflect roles for the SY 2017-18.
<p>4 Use existing structures to ensure that there is a quarterly review of the Scope of Work to ensure partners are working together on matters which are most important for the school’s success.</p> <p>The ED will report to the Board on any substantive changes.</p>	<ul style="list-style-type: none"> ▪ On April of 2017 the Board will review a draft version of the SLA and on May of 2017 the Board will review and approve the 2017-18 Scope of Work. ▪ On August of 2017 the Executive Director of Compass Academy and the School Design Division will present updated organizational charts to reflect roles for the SY 2017-18.
<p>5 Ensure that there are annual 360 degree reviews of the leadership team</p> <p>a) Ensure that there are annual 360 degree reviews of the Executive Director of Compass Academy.</p> <p>b) Ensure that there are annual 360 degree reviews of the head of the School Design Division.</p>	<ul style="list-style-type: none"> ▪ The Board Chair will develop a survey for all Board members to participate on a 360 degree review of the Executive Director. ▪ Board members will complete the survey in April 2017 and in May 2017 the Board will review the results and provide an evaluation of the Executive Director performance to date.
<p>6 Create and disseminate updated organizational charts on a regular basis to reflect new supervision and evaluation responsibilities.</p>	<ul style="list-style-type: none"> ▪ On August of 2017 the Executive Director of Compass Academy and the School Design Division will present updated organizational charts to reflect roles for the SY 2017-18.
<p>7 The City Year VP for District Innovation and Compass Academy Executive Director revisit opportunities to refine meeting and communication structures. In addition, it is suggested that expectations for collaboration between the ED and City Year VP should be revisited given potential new changes to meeting structures and scopes of work.</p>	



**ACADEMIC PERFORMANCE
COMMITTEE**

**UPDATE TO THE
BOARD OF DIRECTORS**

MARCH 2017



Compass Academy Path to Green on SPF: Gain 20 points from Baseline of 31

The Path to Green is:

- Get proficiency levels in Math and ELA up to at least 20%
- Get 50 or higher MGP on Math and ELA.
- Maintain higher than 50 MGP on ACCESS but get at least 20% of students on-track in ACCESS (ideally 35% or higher),
- Get 75% of previous proficient students in ELA and 70% Math maintain proficiency.
- Have 30% of students gain one proficiency band in ELA and 25% gain one proficiency band in Math

Category	Students Proficient Math and ELA	Access On-track	MGP Math and Literacy	Keep up - % of previous proficient students meet standards	Catch Up- % students move up at least one level of Proficiency
Goal	20%+ ELA and Math	20%	50+	75% (ELA) 70% (Math)	30% (ELA) 25% (Math)
2015-2016 Actual	14% ELA, 7% Math	16%	41 ELA, 35.5 Math	58% ELA*	20% ELA, 18% Math
Points Gained on SPF from hitting goal	6+ points <ul style="list-style-type: none"> • 2 SPF pts from proficiency level at 20% • 4 SPF points from being within 5-10% proficiency of cluster average 	2 points <ul style="list-style-type: none"> • +2 pts to 20% • +4 pts to 35% 	4+ points <ul style="list-style-type: none"> • Likely would gain more than 4 points from cluster comparisons and FRL and students of color disaggregated group growth 	4 points per subject <ul style="list-style-type: none"> • 2 points getting to 60% • 4 points getting to 75% • 6 points getting to 90% 	4 points <ul style="list-style-type: none"> • 2 points ELA getting to 30-50% (+2 above 50%) • 2 points Math getting to 25-40% (+4 above 40%)



Path to Green - Proficiency Rates

Goal:

- 20% of Students Proficient in Math (up from 7%)
- 20% of Students Proficient in ELA (up from 14%)

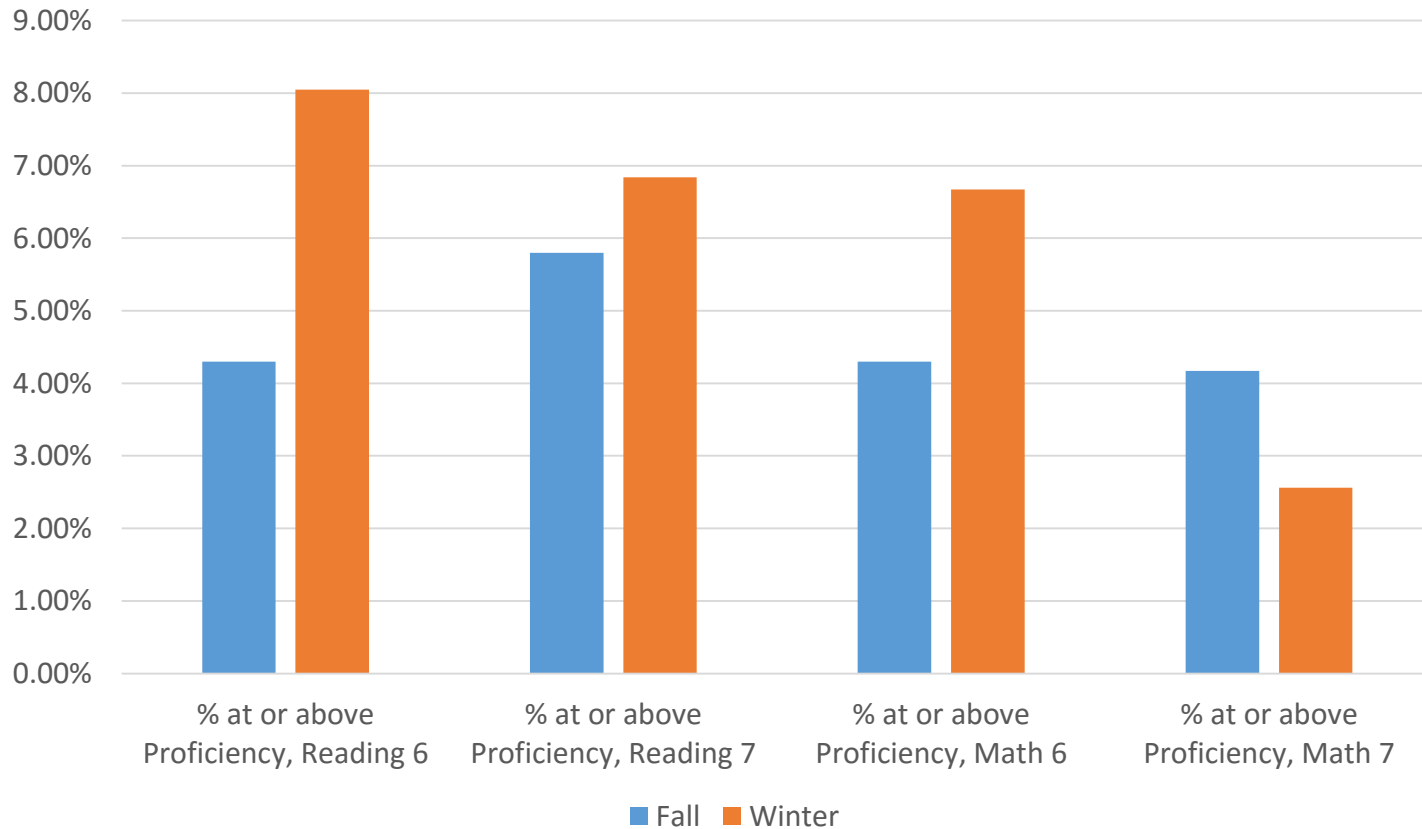
**Best Indicator: Proficiency Rates on MAP
PARCC equivalent**





Best Indicators - Proficiency Levels

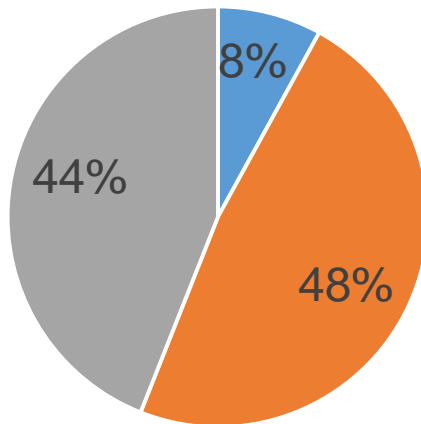
Projected Proficiency based on MAP results





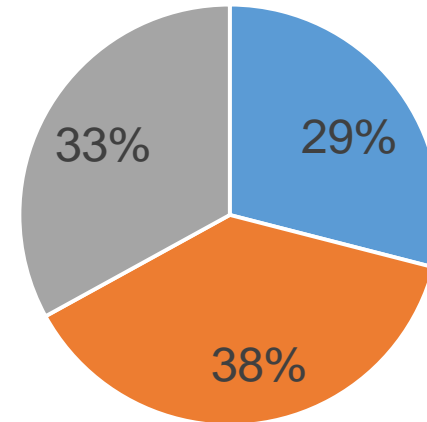
Path to Green – PARCC Proficient in 2016

Students PARCC Proficient in ELA
Rate of Growth in Winter '16 based
on MAP



- High Growth
- On-Track Growth
- Need to Accelerate

Students PARCC Proficient in Math
Rate of Growth in Winter '16 based
on MAP

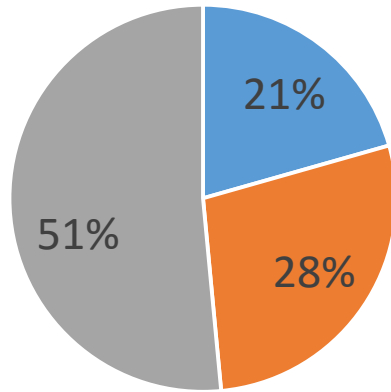


- High Growth
- On-Track Growth
- Need to Accelerate



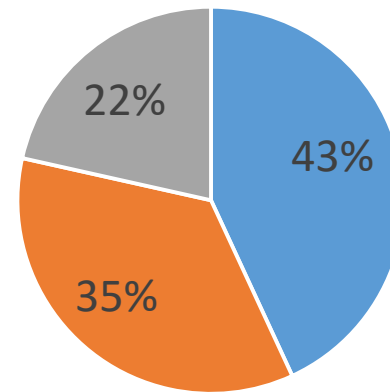
Path to Green Proficiency – Cohort within 10

ELA: PARCC within 10



- Needs to Accelerate Growth %
- On-Track Growth %
- High Growth %

Math: PARCC within 10



- Needs to Accelerate Growth %
- On-Track Growth %
- High Growth %

- In ELA, 79% of students who were within 10 percentage points of “Meets” on the ‘16 PARCC are hitting growth goals
- In Math, 57% of students who were within 10 percentage points of “Meets” on the ‘16 PARCC are hitting growth goals



Path to Green on Access – ELL Cohort

Goal:

- 20% growth = 2 points on the SPF
- 35% growth = 4 points on the SPF

Best Indicator: On-Track Rate

- Start of year – 17%
- Current results – 32% (“Approaching” on SPF)



Path to Green – Growth MGP Rates

Goal:

- MGP of 50 in Math (up from 35)
- MGP of 50 in ELA (up from 41)

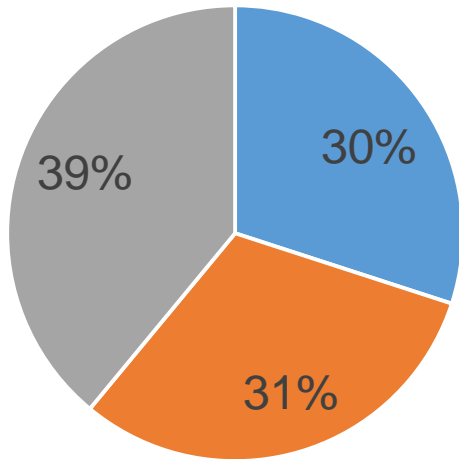
Best Indicator - Growth on MAP

- In ELA, 70% of students are on-track or better
- In Math, 58% of students are on-track or better



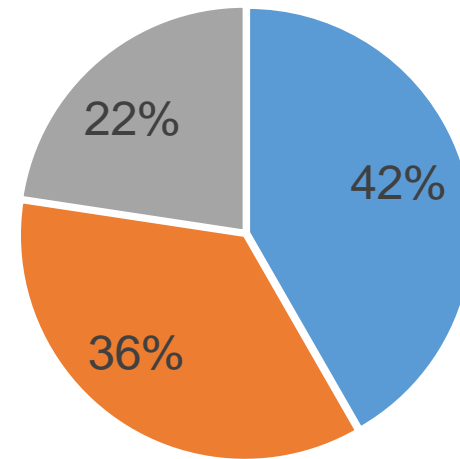
Path to Green Growth - Whole School Growth based on MAP progress

Whole School ELA Rate of Growth (based on MAP progress)



- Needs to Accelerate Growth %
- On-Track Growth %
- High Growth %

Whole School Math Rate of Growth (based on MAP progress)



- Needs to Accelerate Growth %
- On-Track Growth %
- High Growth %



Path to Green - Whole School Catch Up and Keep Up Growth

The SPF includes two additional growth measures:

- **Catch Up:** Students **below** Meets/Exceeds on PARCC who need to accelerate
- **Keep Up:** Students **at** Meets/Exceeds on PARCC and need to maintain

Compass students in *both* ELA and Math:

- 87% Need to Catch-Up
- 13% Need to Keep Up



Path to Green - Catch Up Growth

Goal:

- 30% in ELA (up from 20%)
- 25% in Math (up from 18%)

Best Indicator: Gains according to MAP PARCC equivalent

Catch Up Literacy:

- 28% of students moved up a level in Winter from Fall MAP

Catch Up Math:

- 15% of students moved up a level in Winter from Fall MAP



Path to Green – Keep Up

Goal:

- 75% ELA (up from 58%)
- 70% Math (no baseline data)

Best Indicator: Gains according to MAP PARCC equivalent

Keep Up Literacy:

- 42% of students maintained a “Met/Exceed” in Winter from ‘16 PARCC

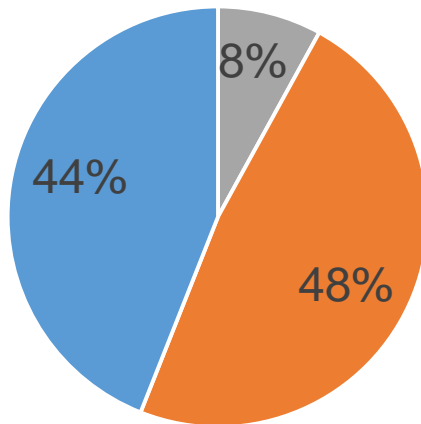
Keep Up Math:

- 32% of students maintained a “Met/Exceed” in Winter from ‘16 PARCC



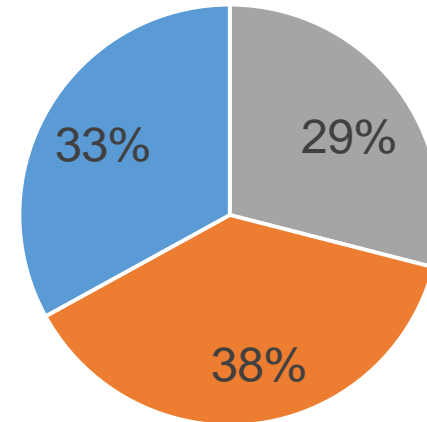
Path to Green – PARCC Proficient in 2016

Students PARCC Proficient in ELA
Rate of Growth in Winter '16 based
on MAP



- High Growth
- On-Track Growth
- Need to Accelerate

Students PARCC Proficient in Math
Rate of Growth in Winter '16 based
on MAP



- High Growth
- On-Track Growth
- Need to Accelerate



Additional Data Points

Attendance:

- Attendance Rate (YTD Average): **93%**
- Chronically Absent: **25% (impacted by Dec and Feb-other months 18%)**
- % of Students above 95% Attendance: **54% (“Meets” on SPF)**
- % Proficient on PARCC who are Chronically Absent: **8%**



Action Plan

Academic Excellence – Priority #1

- Planning clinics each morning/criteria
- Differentiated math PD
- Improved the quality of Lesson Plan Template
- Cue strategy with coaching – real time feedback
- Saturday School – 20% of school opt-in



Follow the Evidence – Priority #2

- Routinely using Bob's model of leveraging the EWI protocol with our targeted cohorts of students
- Students were placed in Seminars based on either PARCC, MAP progress this year or both – close attention to ELL, Special Education and GT placements
- Interventionists hard at work – Henry, Kareem and Alicia



Action Plan

Culture and Well-Being – Priority #3

- Strategies for removing students from ISR as soon as possible
- Refine school schedule to support schoolwide commitment to safety
- Implement Random Acts of Kindness curriculum
- Bi-weekly VIP Lunch, Monthly Monday Funday, Staff vs. Student b-ball game, Q3 awards ceremony



Staff vs. Students B-Ball Game

Culture and Well-Being – Priority #3





Attendance Support Update

- Attendance tracker – weekly updates from CM focus lists and from Well-being Team
- Well-being Tier 3 – calls followed by home visits
- Working on discovering which are parent issues (truancy letters) vs student issues (SEL supports)
- Individual follow-up with students and interventions – seeing growth
- Text are going home when students are absent to alert families along with calls
- Attendance incentives – VIP breakfasts, Homeroom Challenge



Hiring Update: 3/15/17

1. JD is up on all major job listing sites:
 - a. City Year LinkedIn
 - b. CO League of Charter Schools
 - c. Idealist
 - d. Indeed
 - e. TFA Job Board
 - f. Chalkbeat
 - g. Top School Jobs
 - h. School Spring
 - i. Teachers to Teachers
2. JD has been circulated to a number of partner organizations:
 - a. TFA Denver and TFA Resume Book
 - b. Mike Johnston's fellowship alumni
 - c. Eye to Eye Alumni
3. CY Alumni outreach - multiple communications to Denver Alums, broader alumni network via direct outreach and social media
4. Job Fairs, etc that have been happening locally
5. Meeting with Make Your Mark
6. On site:
 - a. We have had 8 in person interviews - 3 offers out (Interventionist, Math, Science)
 - b. Working on intent to return with all staff members
 - c. Looking to fill 9 positions (prior to completing all the conversations with staff)
 - d. We have 29 in the pool currently in the active hiring process (of 60 total)
 - e. Weakest pool is ELA - S (SS)
 - f. Strongest pool is Math
 - g. We have the greatest number of ELA applicants - not all strong





Recruitment Summary
November 9th 2016- March 16th 2017

There are approximately 1200 Students in the Southwest Denver Enrollment Zone:
Approximately 1120 placed in Round 1, and approximately 80 remain “unmatched.”
The “unmatched” list becomes available on March 20th, when Round 2 begins.

Recruitment Efforts	Round 1	Round 2 Plan
5 th grade take home folder fliers	1,200 fliers	~80 at elementary schools with unmatched students
Open houses	10 sessions	3+ sessions, plus 1:1s as needed
5 th grade student shadows	4 shadows	
Fairs at elementary schools and community events	16 events 146 information sheets collected	Lunch visits to elementary schools with unmatched kids
Phone banking	280 calls	107 to ensure retention of currently enrolled students, plus 80+ from 925 list
Home visits/ canvassing	356 visits	80+ from 925 list, Helpers: student leadership club, teachers, CMs, CY alums.
Fliers in the community	350 fliers posted	
Intent to return forms	63/216 forms returned 98.4% of students intend to return next year	215 students; 195/215 (91%) intend to return; 11/215 (5%) are not sure; and 9/215 (4%) filled out transfer form
Total mailers	2,950 mailers	107 mailers to enrolled students; 80+ mailers for 925 list students
MLK Day	4 schools 25 5 th graders	N/A
Volunteers	5 parents 14 City Year alum and AmeriCorps members	Student leadership club 5+ City Year CMs/Alumns 2+ Teachers
Other	Elementary school relationship building El Semanario newspaper ad E-Mail Blast Personalized school tours Facebook Street Banners	Admitted Students Night: April 13 th Referral program with current and new students Personalized school tours Facebook Community Events

Round 1 Results and Round 2 Goals

104 6th graders, 3 approved new 7th graders, and 10 waitlisted 8th graders ☺

2017 - 2018 Enrollment count	Approved New Students	Waitlisted Students	Returning students	Current class size	Ideal Class size	Expected losses (based on intent to return forms and 2016 retention)	Round 2 Recruitment Goal
Grade 6	104	0	0	104	115	15	26
Grade 7	3	0	92	95	115	3	23
Grade 8	0	10	122	122	115	6	0

Additional Data, for reference:

Intent to return results from current students:

	Current students/ grade	Students who definitely intend to return		Students who are not sure		Students who filled out R1 Choice form to transfer out	
		Count	Percentage	Count	Percentage	Count	Percentage
6th Grade	93	85	91%	5	5%	3	3%
7th Grade	122	110	90%	6	5%	6	5%
TOTAL/AVG	215	195	91%	11	5%	9	4%

How we compare to other middle schools in SW Enrollment Zone

School Name	Desired Grade Size	Approved R1 Students	Waitlist	Deficit (Desired grade size - R1 Enrollment)
DSST: College View MS	150	171	59	-21
STRIVE Prep – Westwood	120	117	64	3 (placeholders)
Compass Academy MS	115	104		11
West Leadership Academy MS	125	82		43
Kepner Beacon	150	103		47
STRIVE Prep – Kepner	120	67		53
West Early College MS	125	49		76

H	Holiday
L/E	Early Release at 1:30
PD	PD - No School
SC	Student Conferences
F/L	First/Last Day
F/L	First/Last Day
V	Vacation

Total Student Contact Days	170
Total Teacher Contact Days	198
Total Student Contact Hours	1280
Early Release Mondays	32
Total PD days	20

1056 is state mandate

2017-2018 CALENDAR

Compass Academy

							9								20								20											
JULY							AUGUST							SEPTEMBER							OCTOBER													
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su							
Teachers work 5 flex days							31	1	2	3	4	5	6	1	2	3	4	5	6	7	1	2	3	4	5	6	7	30	1	2	3	4	5	6
4	5	6	7	8	9	10	7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8							
11	12	13	14	15	16	17	14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15							
18	19	20	21	22	23	24	21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22							
25	26	27	28	29	30	31	28	29	30	31				25	26	27	28	29			23	24	25	26	27	28	29							
																					30	31												
14							15							17							17													
NOVEMBER							DECEMBER							JANUARY							FEBRUARY													
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su							
		1	2	3	4	5					1	2	3			1	2	3	4	5	6	7				1	2	3	4					
6	7	8	9	10	11	12	4	5	6	7	8	9	10	8	9	10	11	12	13	14	5	6	7	8	9	10	11							
13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21	12	13	14	15	16	17	18							
20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28	19	20	21	22	23	24	25							
27	28	29	30				25	26	27	28	29	30	31	29	30	31				26	27	28												
17							19							22																				
MARCH							APRIL							MAY							JUNE													
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su							
			1	2	3	4							1	30	1	2	3	4	5	6					1	2	3							
5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10							
12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17							
19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24							
26	27	28	29	30	31		23	24	25	26	27	28	29	28	29	30	31			25	26	27	28	29	30									