



Board Meeting Agenda

December 11, 2017

6:00 p.m.

Encore Education Corporation
Phone: (760) 949-2036
Fax (760) 956-3338
www.encorehighschool.com

Sites:
16955 Lemon Street, Hesperia, CA 92345
3800 Main Street, 3rd Floor, Riverside, CA 92501

Meeting Site Location:
16955 Lemon Street, Hesperia, CA 92345
3800 Main Street, 3rd Floor, Riverside, CA 92501

Board Members:

Lenny Esposito, Board President
Kelly Ahmed, Board Secretary/Treasurer
Suzanne Cherry, Member
Kathy Nielson, Member
Rob Gabler, Member

The Order of Business may be changed without notice: Notice is hereby given that the order of consideration of matters on this agenda may be changed without prior notice.

Reasonable Limitations May be placed on public testimony: The Governing Board's presiding officer reserves the right to impose reasonable time limits on public testimony to ensure that the agenda is completed.

Special Presentation may be made: Notice is hereby given that, consistent with the requirements of the Bagley-Keene Open Meeting Act, special presentations not mentioned in the agenda may be made at this meeting. However, any such presentation will be for information only.

Reasonable Accommodation for any individual with a Disability: Pursuant to the Rehabilitation Act of 1973, any individual with a disability who requires reasonable accommodation to attend or to participate in this meeting of the Governing board may request assistance by contacting the EEC (760) 949-2036.

Public Documents relating to Open Session Agenda items are available for review by the public at the Reception Desk at Encore Education Corporation's Executive office or on the internet at www.encorehighschool.com. For more information concerning this agenda, please contact EEC (760) 949-2036.

1.0 CALL TO ORDER. The meeting was called to order at _____ (time).

2.0 PLEDGE OF ALLEGIANCE

3.0 OPEN GENERAL SESSION

ROLL CALL	Present	Absent
Lenny Esposito	_____	_____
Kelly Ahmed	_____	_____
Suzanne Cherry	_____	_____
Kathy Nielson	_____	_____
Rob Gabler	_____	_____

4.0 APPROVAL OF THE AGENDA

MOTION: _____ **Second:** _____ **Vote:** _____

ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	_____	_____	_____	_____
Kelly Ahmed	_____	_____	_____	_____
Suzanne Cherry	_____	_____	_____	_____
Kathy Nielson	_____	_____	_____	_____
Rob Gabler	_____	_____	_____	_____

5.0 INVITATION TO ADDRESS THE BOARD, OPEN SESSION ITEMS. This is the time and place for the general public to address the Board of Directors on any matter within jurisdiction of the Board. Comments should be limited to 3 minutes. Unless an item has been placed on the published agenda in accordance with the Brown Act, there shall be no action taken, nor should there be comments on, responses to, or discussion of a topic not on the agenda. The Board members may: (1) acknowledge receipt of information/report; (2) refer to staff with no direction as to action or priority; or (3) refer the matter to the next agenda.

6.0 CONSENT ITEMS. It is recommended that the board considers approving a number of agenda items as a consent list. These items are routine in nature and can be enacted in one motion without further discussion. Consent items may be called up by any member at the meeting for clarification, discussion, or change.

- 6.1 Meeting Minutes from 11-13-2017 (Exhibit 5.1)**
- 6.2 UPDATED – Classroom materials list (Exhibit 5.2)**
- 6.3 Census Day Report – Hesperia (Exhibit 5.3)**
- 6.4 Census Day Report – Riverside (Exhibit 5.4)**

MOTION: _____ **Second:** _____ **Vote:** _____

ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	_____	_____	_____	_____
Kelly Ahmed	_____	_____	_____	_____
Suzanne Cherry	_____	_____	_____	_____
Kathy Nielson	_____	_____	_____	_____
Rob Gabler	_____	_____	_____	_____

7.0 INFORMATION ITEMS.

- 7.1 Monthly Financial report from Delta Managed Solutions.**
- 7.2 Employee report from Jamie Waggoner, School Liaison from Hesperia Campus (Exhibit 6.2)**
- 7.3 Student Report from ASB President from Riverside Campus (Exhibit 6.3)**
- 7.4 Student Report from ASB President from Hesperia Campus (Exhibit 6.4)**
- 7.5 Campus Safety / Discipline report from John Van Horn, Dean of Students Hesperia Campus (Exhibit 6.5)**
- 7.6 Campus Safety / Discipline report from Don Miskulin, Dean of Students Riverside Campus (Exhibit 6.6)**
- 7.7 Academic Events report from Irann Arias, Executive Creative Director (Exhibit 6.7)**

8.0 ACTION ITEMS.

8.1 Vote for Approval – Would like to take action to discontinue personal buyback days starting in 2018.

MOTION: _____ **Second:** _____ **Vote:** _____

ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	___
Kelly Ahmed	___	___	___	___
Suzanne Cherry	___	___	___	___
Kathy Nielson	___	___	___	___
Rob Gabler	___	___	___	___

8.2 Vote for Approval – Organizational Chart and hiring procedures for administrators and executive positions as outlined in this document. Hiring procedures also outline procedure for hiring candidates with familial relations to any Chief Officer. The organizational chart also adds an Executive Director for Fiscal Services.

MOTION: _____ **Second:** _____ **Vote:** _____

ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	___
Kelly Ahmed	___	___	___	___
Suzanne Cherry	___	___	___	___
Kathy Nielson	___	___	___	___
Rob Gabler	___	___	___	___

8.3 Vote for Approval – Board Policy for non exempt time sheet employees

MOTION: _____ **Second:** _____ **Vote:** _____

ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	___
Kelly Ahmed	___	___	___	___
Suzanne Cherry	___	___	___	___
Kathy Nielson	___	___	___	___
Rob Gabler	___	___	___	___

8.4 Vote for Approval / Discussion – First Interim Budget

MOTION: _____ **Second:** _____ **Vote:** _____

ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	___
Kelly Ahmed	___	___	___	___
Suzanne Cherry	___	___	___	___
Kathy Nielson	___	___	___	___
Rob Gabler	___	___	___	___

9.0 BOARD COMMENTS / REPORTS. The Governing Board will take comments/updates from fellow board members, and the EEC Executive Administration for future agenda issues.

9.1 CEO REPORT (Exhibit 9.1)

9.2 COO REPORT

9.3 CMO REPORT

10.0 ADJOURN TO CLOSED SESSION

Pursuant to Government code section 54957, the Board may adjourn to closed session at any time during the meeting to discuss staff/student personnel matters, negotiations, litigation, and/or acquisition of land or facilities. The board will adjourn to closed session in a private area for discussion and may take action on the following closed session items.

A. Student Discipline appeals. Due to the confidential nature of discipline appeals, all student discipline appeals take place in closed session.

- No planned student discipline appeals are planned for this meeting.

B. Pending Litigation. Due to the confidential nature of any litigation that may come against the corporation, issues relating specifically to pending legal issues are orders of closed session.

- Board will discuss exposure to legal issues stemming from inquiries from RUSD and HUSD
- Board will discuss exposure to litigation from student issue (Riverside)
- Board will discuss exposure to litigation from employee issue (Riverside)

C. Real Estate Negotiation. In the intent of fair and legal bargaining power, issues related to real estate negotiations are discussed in closed session.

- Board will discuss real property negotiations in regards to Riverside campus.

D. Employee Actions. Any actions that may take place in regards to employees including disciplinary and corrective actions are discussed within closed session.

- Potential staffing changes will be discussed.

11.0 RECONVENE AFTER CLOSED SESSION.

At the conclusion of closed session, the Board will reconvene in open session for the purposes of disclosing in public session any actions taken during closed session regarding the outlined scope of closed session.

Next scheduled Regular board Meeting: January 8, 2018

12.0 ADJOURNMENT

MOTION: _____	Second: _____	Vote: _____		
ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	___
Kelly Ahmed	___	___	___	___
Suzanne Cherry	___	___	___	___
Kathy Nielson	___	___	___	___
Rob Gabler	___	___	___	___

The meeting adjourned at _____ (time).



Exhibit
6.1

December 11,
2017

Encore Education Corporation

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Board Members:

Lenny Esposito, Board
President

Kelly Ahmed, Board
Secretary/Treasurer

Suzanne Cherry,
Member

Kathy Nielson, Member

Rob Gabler, Member

11-13-17 Meeting Minutes



Board Meeting Minutes

November 13, 2017

6:30 p.m.

Encore Education Corporation

Phone: (760) 949-2036

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1.0 CALL TO ORDER. The meeting was called to order at 632pm (time).

2.0 PLEDGE OF ALLEGIANCE

3.0 OPEN GENERAL SESSION

ROLL CALL	Present	Absent
Lenny Esposito	_____	<u> x </u>
Kelly Ahmed	<u> x </u>	_____
Suzanne Cherry	<u> x </u>	_____
Kathy Nielson	<u> x </u>	_____
Rob Gabler	_____	<u> x </u>

4.0 APPROVAL OF THE AGENDA

MOTION: Kelly Ahmed **Second:** _Kathy Nielson **Vote:** Pass

ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	<u> x </u>
Kelly Ahmed	<u> x </u>	___	___	___
Suzanne Cherry	<u> x </u>	___	___	___
Kathy Nielson	<u> x </u>	___	___	___
Rob Gabler	___	___	___	<u> x </u>

5.0 CONSENT ITEMS. It is recommended that the board considers approving a number of agenda items as a consent list. These items are routine in nature and can be enacted in one motion without further discussion. Consent items may be called up by any member at the meeting for clarification, discussion, or change.

5.1 Approve October 16, 2017 Board Meeting Minutes. (Exhibit 5.1)

MOTION: _Kelly Ahmed **Second:** _Kathy Nielson **Vote:** Pass

ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	<u> x </u>
Kelly Ahmed	<u> x </u>	___	___	___
Suzanne Cherry	<u> x </u>	___	___	___
Kathy Nielson	<u> x </u>	___	___	___
Rob Gabler	___	___	___	<u> x </u>

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7.0 INFORMATION SESSION

7.1 CEO REPORT – Including updates on RUSD and HUSD investigations. (Exhibit 7.1)

7.2 Monthly Financial report from Delta Managed Solutions. (Exhibit 7.2)

7.3 Encore Board Meeting Dates for 2017-2018 school year. (Exhibit 7.3)

7.4 Website update. (Exhibit 7.4)

8.0 DISCUSSION ITEMS

8.1 Changes to payroll for Non-Exempt Employees. Per Labor Code Section 204 payroll must be paid as follows: (2) Non-exempt payroll must be paid according to this schedule: * Labor performed between the 1st and 15th days of any calendar month must be paid between the 16th and the 26th day of that same month. * Labor performed between the 16th and the last day of any calendar month must be paid between the 1st and 10th day of the following month. Encore will have payroll dates of the 5th and 20th of each month for all non-exempt. (Exhibit 8.2)

9.0 ACTION ITEMS.

9.1 Approval of Title IX Notice and complaint form (Hesperia and Riverside). (Exhibit 9.1)

MOTION: Kelly Ahmed	Second: Kathy Nielson		Vote: Pass	
ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	__x
Kelly Ahmed	__x	___	___	___
Suzanne Cherry	__x	___	___	___
Kathy Nielson	__x	___	___	___
Rob Gabler	___	___	___	__x

9.2 Approval of DM Charter SELPA local plan. (Exhibit 9.2)

MOTION: Kelly Ahmed	Second: Kathy Nielson		Vote: Pass	
ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	__x
Kelly Ahmed	__x	___	___	___
Suzanne Cherry	__x	___	___	___
Kathy Nielson	__x	___	___	___
Rob Gabler	___	___	___	__x

9.3 Approval of Local Education Agency Assurance statement for Encore High School for the performing & visual arts (Hesperia). (Exhibit 9.3)

MOTION: Kelly Ahmed	Second: Kathy Nielson		Vote: Pass	
ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	__x
Kelly Ahmed	__x	___	___	___
Suzanne Cherry	__x	___	___	___
Kathy Nielson	__x	___	___	___
Rob Gabler	___	___	___	__x

9.4 Approval of Local Education Agency Assurance statement for Encore High School for the Arts – Riverside. (Exhibit 9.4)

MOTION: Kelly Ahmed	Second: Kathy Nielson		Vote: Pass	
ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	__x
Kelly Ahmed	__x	___	___	___
Suzanne Cherry	__x	___	___	___
Kathy Nielson	__x	___	___	___
Rob Gabler	___	___	___	__x

9.5 Approval of November 1, 2017 Placeworks Service Authorization Agreement in the amount of \$41,398.00 for Technical Services for Relocation and Consolidation of Encore School for the Arts to 3600 Lime Street, Riverside, CA. (Exhibit 9.5). Consulting services for entitlement process and CEQA studies for facilities project.

MOTION: Kathy Nielson	Second: Kelly Ahmed		Vote: Pass	
ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	__x
Kelly Ahmed	__x	___	___	___
Suzanne Cherry	__x	___	___	___
Kathy Nielson	__x	___	___	___
Rob Gabler	___	___	___	__x

9.6 Ratify 2016-2017 tenant improvement expenses to Riverside Campus (Roosevelt, Life Arts, Walling, Loring, 9th St., and Orange St. in the amount of \$405,687.06. (Exhibit 9.6: Detail).

MOTION: Kathy Nielson		Second: Kelly Ahmed	Vote: Pass	
ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	__x
Kelly Ahmed	__x	___	___	___
Suzanne Cherry	__x	___	___	___
Kathy Nielson	__x	___	___	___
Rob Gabler	___	___	___	__x

9.7 Authorize CEO Griffin to negotiate and execute AIA Owner/Architect agreement with WLC Architects for 3600 Lime Street property. Final agreement to be presented for ratified at subsequent regularly schedule board meeting.

MOTION: Kelly Ahmed		Second: Kathy Nielson	Vote: Pass	
ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	__x
Kelly Ahmed	__x	___	___	___
Suzanne Cherry	__x	___	___	___
Kathy Nielson	__x	___	___	___
Rob Gabler	___	___	___	__x

9.8 Approval of 2018-2019 Encore High School for the Arts – Riverside school calendar. (Exhibit 9.8)

MOTION: Kelly Ahmed		Second: Kathy Nielson	Vote: Pass	
ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	__x
Kelly Ahmed	__x	___	___	___
Suzanne Cherry	__x	___	___	___
Kathy Nielson	__x	___	___	___
Rob Gabler	___	___	___	__x

9.9 Approval of 2018-2019 and Encore High School for the Arts – Riverside Regular Day Bell schedule. (Exhibit 9.9)

MOTION: Kelly Ahmed		Second: Kathy Nielson	Vote: Pass	
ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	__x
Kelly Ahmed	__x	___	___	___
Suzanne Cherry	__x	___	___	___
Kathy Nielson	__x	___	___	___
Rob Gabler	___	___	___	__x

9.0 ADJOURN TO CLOSED SESSION (Note should be 10.0)

Pursuant to Government code section 54957, the Board may adjourn to closed session at any time during the meeting to discuss staff/student personnel matters, negotiations, litigation, and/or acquisition of land or facilities. The board will adjourn to closed session in a private area for discussion and may take action on the following closed session items.

A. Student Discipline appeals. Due to the confidential nature of discipline appeals, all student discipline appeals take place in closed session. – **NO APPEALS**

B. Pending Litigation. Due to the confidential nature of any litigation that may come against the corporation, issues relating specifically to pending legal issues are orders of closed session. – **DISCUSS EXPOSURE**

C. Real Estate Negotiation. In the intent of fair and legal bargaining power, issues related to real estate negotiations are discussed in closed session. – **DISCUSS NEGOTIATIONS**

D. Employee Actions. Any actions that may take place in regards to employees including disciplinary and corrective actions are discussed within closed session. - **DISCUSSION**

10.0 RECONVENE AFTER CLOSED SESSION. (Note should be 11.0) Called to order at 753pm (time).

At the conclusion of closed session, the Board will reconvene in open session for the purposes of disclosing in public session any actions taken during closed session regarding the outlined scope of closed session.

Next scheduled Regular Board meeting: December 11, 2017.

11.0 BOARD COMMENTS.(Note should be 12.0) The Governing Board will take comments/updates from fellow board members for future agenda issues.**12.0 ADJOURNMENT (Note should be 13.0)**

MOTION: Kelly Ahmed Second: Kathy Nielson Vote: Pass

ROLL CALL	AYE	NAY	ABSTENTION	ABSENT
Lenny Esposito	___	___	___	__x
Kelly Ahmed	__x	___	___	___
Suzanne Cherry	__x	___	___	___
Kathy Nielson	__x	___	___	___
Rob Gabler	___	___	___	__x

The meeting adjourned at ___**756pm**___ (time).



Exhibit
6.2

December 11,
2017

Encore Education Corporation

Phone: (760) 949-2036

Fax (760) 956-3338

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Board Members:

Lenny Esposito, Board
President

Kelly Ahmed, Board
Secretary/Treasurer

Suzanne Cherry,
Member

Kathy Nielson, Member

Rob Gabler, Member

Classroom Materials List

7th Grade Integrated Science

- 2015 CK12 Flexbook - 7th grade Integrated Science
- Online access at ck12.org
- Annual printing of textbook through HUSD Printshop
- Each student is given a printed textbook - consumable reordered each year
- Textbook also available on USB drive on request
- Adopted year 2015. Expires 2021

8th Grade Integrated Science

- 2015 CK12 Flexbook - 8th grade Integrated Science
- Online access at ck12.org
- Annual printing of textbook through HUSD Printshop
- Each student is given a printed textbook - consumable reordered each year
- Textbook also available on USB drive on request
- Adopted year 2015. Expires 2021
- CONSUMABLE - NOT BAR CODED

High School Biology

- 2012 CK12 Flexbook - Biology
- Online access at ck12.org
- Annual printing of textbook through HUSD Printshop
- Each student is given a printed textbook - consumable reordered each year
- Textbook also available on USB drive on request
- Adopted year 2012. Expires 2018
- 1 TO 1 TECHNOLOGY - Adopted 2016 - Cyber High. Expires 2021.
- SUPPLEMENTAL - Argument Driven Inquiry in Biology (teacher checkout Scott 28)

High School Chemistry

- 2014 CK12 Flexbook - Chemistry
- Online access at ck12.org
- Annual printing of textbook through HUSD Printshop
- Each student is given a printed textbook - consumable reordered each year
- Textbook also available on USB drive on request
- Adopted year 2014. Expires 2022
- CONSUMABLE - NOT BAR CODED

High School Anatomy & Physiology

- Hole's Essentials of Human Anatomy: 2014 EBook 73403725
- 1 TO 1 TECHNOLOGY (Requires Chromebook) To be adopted in December 2017
- Each student is checked out a Chromebook to be able to access EBook
- Adopted year 2017. Expires 2022
- SUPPLEMENTAL - Hole's Essentials of Human Anatomy (older binding)
- SUPPLEMENTAL - NOT THE PRIMARY RESOURCE, but still offered 1 to 1 for students
- Teacher Check out lists - Scott and Bowling
- Scott 226 Supplemental books (133 students enrolled)

High School Environmental Science

- Cyber High
- 1 TO 1 TECHNOLOGY (Requires Chromebook)
- Each high school student is checked out a Chromebook to be able to access Cyber High
- Adopted year 2015. Expires 2021
- SUPPLEMENTAL - Environmental Science: A Global Concern 11th Edition (Scott 30)
- SUPPLEMENTAL - NOT THE PRIMARY RESOURCE
- Teacher Check out lists - Scott and Nguyen (Scott 44 students enrolled)

7th Grade Math

- OnCore Mathematics 7 Workbook: 2012
- Houghton Mifflin Harcourt ISBN: 9780547575254
- 1 TO 1 Consumable workbook
- Adopted year 2012. Expires 2019.
- CONSUMABLE - NOT BARCODED

8th Grade Math

- OnCore Mathematics 8 Workbook: 2012
- Houghton Mifflin Harcourt ISBN: 9780547575261
- 1 TO 1 Consumable workbook
- Adopted year 2012. Expires 2019.
- CONSUMABLE - NOT BARCODED

Math I

- Cyber High: Integrated Math I College Prep
- 1 TO 1 TECHNOLOGY (Requires Chromebook)
- Each high school student is checked out a Chromebook to be able to access Cyber High
- Adopted year 2016. Expires 2021
- SUPPLEMENTAL: MVP Mathematics I Digital Access and Paper copies
- Available at Mathematicsvisionproject.org
- SUPPLEMENTAL: Algebra I Concepts and Skills
- SUPPLEMENTAL ARE NOT PRIMARY RESOURCE
- Supplemental Teacher Checkout (Ledesma 480)
- Students enrolled in Math I (Ledesma 212)

Math II

- Cyber High: Integrated Math II College Prep
- 1 TO 1 TECHNOLOGY (Requires Chromebook)
- Each high school student is checked out a Chromebook to be able to access Cyber High
- Adopted year 2016. Expires 2021
- SUPPLEMENTAL: MVP Mathematics II Digital Access and Paper copies
- Available at mathematicsvisionproject.org
- SUPPLEMENTAL: California Geometry Prentice Hall
- SUPPLEMENTAL ARE NOT PRIMARY RESOURCE
- Supplemental Teacher Checkout (Munoz 211)
- Students enrolled in Math II (Munoz 152)

Math III

- Cyber High: Integrated Math III College Prep
- 1 TO 1 TECHNOLOGY (Requires Chromebook)
- Each high school student is checked out a Chromebook to be able to access Cyber High
- Adopted year 2016. Expires 2021.
- SUPPLEMENTAL: MVP Mathematics III Digital Access and Paper copies
- Available at mathematicsvisionproject.org
- SUPPLEMENTAL: California Algebra 2 Prentice Hall
- SUPPLEMENTAL ARE NOT PRIMARY RESOURCE
- Supplemental Teacher Checkout (Swingle 12)
- Students enrolled in Math III (Swingle 151)

PreCalculus

- Advanced Mathematical Concepts: Precalculus with Applications - Student Edition 6th Edition by McGraw-Hill 2003 - ISBN: 978-0078608612
- This textbook will be replaced in fall of 2018
- Teachers are convening to decide on what the new textbook should be
- Adoption of the new textbook will come in February of 2018
- 1 to 1 on current textbook
- Teacher checkout (Swingle 48)
- Students enrolled in the class (Swingle 31)
- Teacher also uses a variety of online resources

Calculus

- Calculus: Graphical, Numerical, Algebraic, Media Update, Third Edition (2010) - ISBN - 978-0133688399
- This textbook will be replaced in fall of 2018
- Teachers are convening to decide on what the new textbook should be
- Adoption of the new textbook will come in February of 2018
- 1 to 1 on current textbook
- Not taught in Hesperia this year (taught every other year)

Statistics

- Elementary Statistics: A Step by Step Approach, 8th edition (2012) - ISBN - 978-0077460396
- This textbook will be replaced in fall of 2019
- 1 to 1 textbook
- Teacher checkout (Munoz 47, Swingle 18)
- Students currently enrolled in the class (Munoz 35)
- This course is taught every other year (Calculus one year, Stats one year)

7th World History

- TCI: History Alive! The Medieval World and Beyond 2011 - ISBN 9781583719169
- Accompanying workbook - 978-1-58371-917-6
- This textbook will be replaced in 2018
- 1 to 1 textbook
- 1 to 1 workbook: CONSUMABLE NOT BARCODED
- Teacher checkout (
- Students Enrolled (Taglianetti 182)

8th US History

- TCI: The United States Through Industrialism 2011 - ISBN 978-1-58371-931-2
- Accompanying workbook - 978-1-58371-932-9
- This textbook will be replaced in 2018
- 1 to 1 textbook
- 1 to 1 workbook: CONSUMABLE NOT BARCODED
- Teacher checkout (Ferrante 235)
- Students Enrolled (Ferrante 202)

10th World History

- Cyber High: World History College Prep 2016
- 1 TO 1 TECHNOLOGY (Requires Chromebook)
- Each high school student is checked out a Chromebook to be able to access Cyber High
- SUPPLEMENTAL -TCI: World Connections 2013 - ISBN 978-1-58371-948-0
- SUPPLEMENTAL ARE NOT PRIMARY RESOURCE

11th US History

- Cyber High: US History College Prep 2016
- 1 TO 1 TECHNOLOGY (Requires Chromebook)
- Each high school student is checked out a Chromebook to be able to access Cyber High
- SUPPLEMENTAL: TCI History Alive! Pursuing American Ideals 2008 - ISBN 9781934534519
- SUPPLEMENTAL: A Documentary History of the United States
- SUPPLEMENTAL ARE NOT PRIMARY RESOURCE

Economics & Government

- Cyber High: Economics College Prep 2016
- Cyber High: Government College Prep 2016
- 1 TO 1 TECHNOLOGY (Requires Chromebook)
- Each high school student is checked out a Chromebook to be able to access Cyber High
- SUPPLEMENTAL: Economics Principles in Action
- SUPPLEMENTAL: Econ Alive! The Power to Choose
- SUPPLEMENTAL: Government Alive! Power, Politics, and You
- SUPPLEMENTAL ARE NOT PRIMARY RESOURCE

7th English Language Arts

- Step up to Writing 4th Edition 2016
- Class sets are offered and online access available for all students
- Step up to Writing Handy Pages Workbook, 1 to 1
- Circuit - 9780826317971
- A Wrinkle In Time - 9780312367541
- Looking Glass Wars
- All novels are 1 to 1
- SUPPLEMENTAL: Language of Literature 7th Grade
- SUPPLEMENTAL ARE NOT PRIMARY RESOURCE
- 7TH GRADE TEAM is choosing a new book to be put for adoption in February with fall 2018 start

8th English Language

- Step up to Writing 4th Edition 2016
- Class sets are offered and online access available for all students
- Step up to Writing Handy Pages Workbook, 1 to 1
- Tangerine - 978-0152057800
- Hunger Games - 978-0439023528
- SUPPLEMENTAL: Language of Literature 8th Grade
- SUPPLEMENTAL ARE NOT PRIMARY RESOURCE
- 8TH GRADE TEAM is choosing a new book to be put for adoption in February with fall 2018 start

English I

- Step up to Writing 4th Edition 2016 Grades 9 -12
- Class sets are offered and online access available for all students
- Cyber High: English I College Prep 2016
- 1 TO 1 TECHNOLOGY (Requires Chromebook)
- Each high school student is checked out a Chromebook to be able to access Cyber High
- Dance Hall of the Dead
- Lord of the Flies
- Romeo & Juliet
- All Novels are 1 to 1
- SUPPLEMENTAL: Language of Literature 9th Grade
- SUPPLEMENTAL ARE NOT PRIMARY RESOURCE

English II

- Step up to Writing 4th Edition 2016 Grades 9 -12
- Class sets are offered and online access available for all students
- Cyber High: English II College Prep 2016
- 1 TO 1 TECHNOLOGY (Requires Chromebook)
- Each high school student is checked out a Chromebook to be able to access Cyber High
- Of Mice & Men: 1 to 1
- Fahrenheit 451: 1 to 1
- Night (ELA & WH): 1 to 1
- Animal Farm (ELA & WH): 1 to 1
- Much Ado About Nothing: 1 to 1
- SUPPLEMENTAL: Language of Literature 10th Grade
- SUPPLEMENTAL ARE NOT PRIMARY RESOURCE

English III

- Step up to Writing 4th Edition 2016 Grades 9 -12
- Class sets are offered and online access available for all students
- Cyber High: English III College Prep 2016
- 1 TO 1 TECHNOLOGY (Requires Chromebook)
- Each high school student is checked out a Chromebook to be able to access Cyber High
- The Crucible: 1 to 1
- Huckleberry Finn: 1 to 1
- The Great Gatsby: 1 to 1
- Beloved: 1 to 1
- SUPPLEMENTAL: Language of Literature: American Literature
- SUPPLEMENTAL ARE NOT PRIMARY RESOURCE

English IV

- Step up to Writing 4th Edition 2016 Grades 9 -12
- Class sets are offered and online access available for all students
- Cyber High: English IV College Prep 2016
- 1 TO 1 TECHNOLOGY (Requires Chromebook)
- Each high school student is checked out a Chromebook to be able to access Cyber High
- The Grapes of Wrath: 1 to 1
- The Jungle: 1 to 1
- Hamlet: 1 to 1
- Pygmalion: 1 to 1
- MacBeth: 1 to 1
- Great Expectations: 1 to 1
- SUPPLEMENTAL: Language of Literature: American Literature
- SUPPLEMENTAL ARE NOT PRIMARY RESOURCE



Exhibit
6.3

December 11,
2017

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Rob Gabler, Member

Census Day Report - Hesperia

CENSUS DAY HESPERIA 2017

Total Enrollment

- 1022

Socioeconomic Disadvantaged

- 618

Special Education

- 94

Free Reduced Lunch Program

- 571

Foster Children

- 5

Homeless Children

- 1

English Learners

- 71

Dropout Children

- 1

Languages Spoken at Home

- 14

Graduation Completers (100%)

- 122

A-G Course Completers

- 65



Exhibit
6.3

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Census Day Report - Riverside

CENSUS DAY RIVERSIDE 2017

Total Enrollment

- 838

Socioeconomic Disadvantaged

- 306

Special Education

- 98

Free Reduced Lunch Program

- 240

Foster Children

- 2

Homeless Children

- 2

English Learners

- 17

Dropout Children

- 1

Languages Spoken at Home

- 8



Exhibit
7.2

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**Employee Report from Jamie Waggoner, School Liaison
– Hesperia Campus**

From: **Jamie Waggoner** <jwaggoner@encorehighschool.com>
Date: Wed, Dec 6, 2017 at 7:07 AM
Subject: Hesperia Liaison report
To: Denise Griffin <ceo@officerteam.com>

During the Month of November I had no employees come to me with specific complaints because of events that were happening to them. I did however have multiple employees comment to me about the feeling of nervousness and worry concerning job security and workload. It is my opinion that these feelings were in related to the changes that were taking place concerning the change of direction the school was going through. Pam Zabala's departure also had a great deal to do the nervousness.

I relayed these to Denise who let me know that she was planning a staff meeting. The meeting took place a few days later. This did seem to have a calming effect. I have had no one come to me with any further comment concerning the matters listed above.

--

- **Jamie Waggoner**
Certificated Spanish Teacher
Encore Education Corporation
www.encorehighschool.com

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760-956-2632

Help support our school: donorschoose.org



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7.3

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Student Report from ASB President – Riverside Campus

Student Report from ASB President, Macy Wakefield

In the month of October, ASB helped organize the Riverside teams for Hesperia's annual Carnival event. This year was the first year that Hesperia invited the Riverside teams to host a fundraiser booth. With the 8 teams that participated, they collectively raised over \$1700.

In the month of November, ASB played a big part in our annual event Winter Festival. We helped organize and setup the 4 buildings that were used to host this event. We had 10 arts and crafts tables setup in the grotto courtyard of the Riverside Municipal Auditorium that included activities such as decorating a stocking, or getting a custom hairstyle through the Whoville Hair table. In Lot 27, we had 13 teams selling snack food and drinks to raise money for the team events happening in the Spring.

In the month of December, the Senior Class Officers and I went on a field trip to do walkthroughs of a couple possible Prom venues. The seniors are currently discussing whether prom will be held on a yacht out of Marina Del Rey, a banquet hall on the Queen Mary in Long Beach, or a beach house venue in Manhattan Beach. No decision has been made at this time.

Mr. Hekel will be taking 20 Madrigals to perform at the Palm Springs Aerial Tramway this Sunday, December 10th.

'Tis the Season for our Holiday Spirit Week! This week we will feature days such as Jingle Bell Rock Your Socks Off – Crazy Sock Day and Wake Me Up When It's Winter Break – Pajama Day.

Winter Break officially begins at 11:30am on December 15th, 2017. See you in January!

In the month of January, we have our Winter Homecoming on January 13th at the Canyon Crest Country Club from 7:00pm – 11:00pm. The theme is "Winter in Paris." Tickets are \$25 and will be for sale up to the Friday prior to the event. Homecoming is open to grades 9 – 12.

Nominations for Homecoming Court started this week. The student body will nominate their favorite students for King and Queen, Prince and Princess, Duke and Duchess, and Baron and Baroness. The actual voting will take place during Homecoming.

Our Cheer and Dance teams have a Competition on January 20th with Sharp International in Eastvale, CA.

January 19th marks the end of semester.

In the month of February, ASB will process the Honor Roll for Semester 1. This is when we will throw a luncheon for all the students with a GPA of 4.0 or higher. The planning for this event will start when we return from Winter break.

That is all to report at this time.



Exhibit
7.4

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Student Report from ASB President – Hesperia Campus

December 11, 2017

ASB Hesperia activities report

November 2017 was a busy month in spite of only being 3 weeks long!

We started out the month with a busy day on November 4th with:

DTASC competition (Drama Dept.) – Encore had several students/groups place very well throughout the day! Varsity had an honorable mention; Jr Varsity placed 1st with “13, 3rd with “Steel Magnolias”, 5th with “A Golden Fleecing” and several honorable mentions. Jr High received two 2nd place, two 3rd place, a 5th place and several honorable mentions! It was a great day for Encore at DTASC!

That evening the 10th grade class put on a very well attended Homecoming dance! There were almost 300 students in attendance – it’s the biggest Homecoming Encore has ever had! After paying the bills for the dance 10th grade ended up profiting close to \$5,000 on the dance!

The rest of November was full of:

- Otis Spunkmeyer cookies and Cherrydale Farms being sold by the Hippogriffs
- Cheer and Dance Teams had a pancake breakfast which made the teams a total of \$308.
- Jazz Ensemble went to UC Thornton for a concert
- Photo 3 went to Disneyland for a specialized leadership/photography field trip
- Mock Trial has started their competition season and are in full swing
- Counseling took 40 students to VVC for a college tour
- ITS (International Thespian Society) had their induction ceremony with 30 students being inducted that evening!

Lastly, the Senior directed production of “The Nerd” had a fantastic 3 nights of entertainment and lots of laughter in the Encore theater!

December is looking to be just as busy starting out with the Street Team’s “Elf” show touring to elementary schools around the high desert and the inland empire!



Exhibit
7.5

December 11,
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Campus/Safety Discipline Report from John Van Horn –
Dean of Students Hesperia Campus

Hesperia Dean's Report discipline and safety summary for November 2017

In Nov. 2017, administration addressed **26** medium, major or severe incidents on campus.

Total demerits **83**

Total bus citations **35**

Total suspensions from Discipline office **11**

Total suspensions from Saturday school no shows **6**

Second set of tardy suspensions **0**

Total suspensions for the month **17**

4 students put up for dismissal/expulsion

3 students placed on behavior contracts

1 student placed on an attendance contract

0 students placed on academic contracts

0 students scheduled two Saturday schools with **0** total showing.

Dismissal hearings: Students **9132** and **5938** were dismissed at their hearings. Student **4628** was brought back to school on a Behavior contract and student **5938**'s hearing is still pending.

In November Encore had a visit from HUSD, they addressed a few small safety issues, mainly placement of fire extinguishers and the adjoining signs. These issues have been addressed as of now.

All ramps, landings and rails have now been painted to match buildings, the ramps are in the process of being painted with slip resistant paint, we also installed wood fencing around the storage area behind the F building to help discourage thefts.

John Van Horn
Dean of Students
Encore High School Hesperia



Exhibit
7.6

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Campus/Safety Discipline Report from Don Miskulin –
Dean of Students Riverside Campus

Riverside Dean's report 12/11/2017

We are quickly coming to the end of 2017 and ramping up for the end of our first semester when we return from winter break in January. Ms. Meyer has already begun the process of reviewing and approving final exams for our teachers.

I want to take a moment to recognize the outstanding work being done by our Assistant Dean of Academics, Ms. Meyer. In a few short months, she has become a real stabilizing force with our teaching staff. She jumped into her new role with both feet, establishing productive weekly teacher meetings, constructive classroom observations, implementation of standards, and most importantly she has become the champion for academics here in Riverside. I've noticed a positive change in teacher morale and I believe that has translated to better classroom management and student behavior.

Our facilities issues seem to have finally stabilized. We really are settled into all 5 of our buildings at this point. We've had some problem door locking mechanisms replaced and repaired so that we have better building security. All Campus Aides are now checking out full sets of facilities keys at the beginning of their shifts so that there is never an excuse to prop a door open. By necessity, we recently had carpet replaced with VCT Tile in our 3 high school science classrooms.

I've been meeting monthly with Riverside's Downtown Partnership, which includes the Riverside Police Downtown Area Commander, Downtown Partnership Patrols, downtown private security forces, and downtown business owners. This past meeting, comments during discussion about traffic, the homeless population, and construction concerns included compliments to the Encore Campus Aides as an extra safety presence in downtown. Our Campus Aides have had to step up their activity this school year and especially this past month. The construction project at Main and University not only has diminished our student's path of travel by 1/3 along that section of Main Street, but it creates an almost daily change in potential hazards due to construction activity. Campus Aides assess and adjust student path of travel as appropriate if cranes, man-lifts, or other machinery are operating. The Festival of Lights has added greatly to our normal "general public" pedestrian population and the festival booths create visual obstructions along the safety corridor. Campus Aides have done a good job of adjusting to a more mobile patrol technique in order to view these new hidden areas.

Discipline has been relatively light so far this year. The November 4th Saturday School was attended by 16 students and the December 2nd Saturday School was attended by 15. There were 17 students who served one day on campus suspensions, most for missing their October and November Saturday school assignments. We had 2 students serve one day off campus suspensions. During the month of November, 267 Demerits/Parent Notifications were made. Two Conflict Resolution Agreements were implemented involving a total of 8 students. Go Pirates!

Respectfully submitted,

Don Miskulin

Dean of Students

Encore High School Riverside

Encore Education Corporation

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Exhibit
7.7

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Academic Events Report – Irann Arias, Executive
Creative Director

Academic Events Report
By: Creative Director- Irann Arias
Fall 2017

I. Hesperia College & Career Fair

A. Event Details

1. Took place October 5, 2017.
2. We had our awesome Drumline kick off our event- really pumped up the crowd!
3. Students were engaged with all our wonderful career and college reps from UC Riverside, UCLA, Cal States Northridge, FIDM and several more. We had graphic designers and medical field reps as well.
4. Military and public safety reps were also present and engaged the students in physical activities.
5. It was complimented by our first ever "Encore Chats." A new full-production concept that strives to introduce a world of opportunities in art's and academic careers.
6. We are currently planning our Riverside campus' College and Career exploration day; set for Wednesday February 21, 2017.

II. Inventor's Competition Fall 2017

A. Marketing was great!

1. A power-point presentation was developed to assist students, parents and staff.
2. A promotional video was produced by our Pirate Media students in Riverside.

B. Submissions

1. We had about 65 entries. The variety was awesome! We had entries that were geared toward hi-tech mobile applications and redevelopments of existing products.
2. Students have shown their capacity to think outside of the box and improve their projects/presentational skills.

C. Winners

1. We had individual and group entry winners. There were about 20 winners between both campuses.
2. Grand Prize winner was 12th grade student Erika Rodriguez! Her invention is called, "Hero of the Sky," which is a hovering pollution clearing/filtering blimp! She was awarded a Nintendo Switch! She loves it!
3. Our Hesperia Media students produced a video showcasing our event and results.

III. Junior High Spelling Bee

A. Dates

1. Riverside Campus Bee Date is January 16, 2018.
2. Hesperia Bee is set for February 28, 2018

B. Spelling Bee Practices

1. We have implemented after school practices to support our students.
2. High school students have joined in on the fun as Spelling Bee coaches! They are such a great addition of support for our Junior High students.
3. I am really pleased with the outcome- the energy at the practices has been truly awesome! I am excited to build a year-round program for Spellers!

C. National Scripps Bee Participation

1. We are registered with Scripps. Now we can enter regional, District and or County Bee's.
2. Riverside school winner will move forward to the County Bee.
3. The High-Desert does not have a Spelling Bee sponsor, and there is no County or District Bee for the San Bernardino County.



Exhibit
8.3

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Board Policy for Non Exempt Time Sheet Employees



BOARD POLICY TIME SHEET, NON EXEMPT EMPLOYEES

ADOPTION 12 / 11 / 2017

Clock in and Clock out procedures

- 1. Grace periods, clocking in and clocking out**
 - a. There are no grace periods for clocking in or out before start time or after the end time for either regularly scheduled day or lunch periods.
 - b. An employee is allowed to clock in up to five minutes after the start time of the shift and as early as five minutes before the end of a shift.
 - c. If an employee clocks in early or clocks out late by accident and has not been asked by a supervisor or given written approval for overtime by a chief officer, the employee must contact their direct report immediately and ask them to adjust your time clock to reflect the correct clock in / clock out time frame.
- 2. All non exempt employees are required to take breaks and lunches every day.**
 - a. Employees must take a ten minute resting period for the first four hours worked or any fraction of 3.5 or more hours worked.
 - b. Employees must take a meal period as designated by human resources if they work five or more hours in a single day. Unless a "Meal Break Waiver" has been signed and all duties are completed by the end of the 6th hour.
 - c. If an employee is unsure when to take break or meal periods, they should ask their direct report or human resources.
 - d. Failure to take breaks or lunches during a shift could lead to formal reprimand up to and including termination.
- 3. All non exempt employees are responsible for working a schedule that does not require them to work overtime. An employee accrues overtime when:**
 - a. They work more than 40 hours in a subsequent six day period
 - b. They work more than 8 hours in a day
 - c. They work more than 6 days in a row
- 4. Overtime for any non exempt employee must be approved in writing by the CEO, COO, or CMO only.**
 - a. Written notification and approval from a Chief Officer can come as a written memo or email.
 - b. Approval of overtime must happen prior to the employee taking overtime.
- 5. Employees and supervisors should plan ahead to keep employees from accruing overtime. Should questions arise on how to schedule the week to avoid overtime, questions should be brought to either chief officers or human resources.**
- 6. Overtime is costly. All employees should be working hard to make sure that we are saving the organization as much as possible by avoiding overtime.**



Exhibit
9.1

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CEO Report – End of Year 2017, End of Decade 2017

End of Year CEO Report 2017, End of Decade Report 2017

Encore Education Corporation has had a wild 2017. The executive team is anticipating big changes in 2018 as the entire organization switches from expansion mode into refinement and improvement of programs. Since the climate of charters in general has changed, Encore has decided that continuing expansion at this time does not make sense. Couple this with some setbacks that occurred during the last school year, Encore has a lot planned for the coming year. This annual report will describe the successes and pitfalls that were faced in 2017.

STUDENT ENROLLMENT –

Encore has historically always been in a growth pattern, growing by hundreds of students every year. At the beginning of this school year, Encore was met with a challenge because the projected numbers in Riverside were not met. The shortfall of 70 students translates into about \$700,000 of loss revenue over the course of the year. Although Hesperia is on plan for budget with enrollment, the marketing projection resulted in some increases in payroll that took away the opportunity for a flat year financially.

Encore's growth plan is still working to obtain the 900 students in Riverside prior to the move into a larger facility and still working to get 1,200 students in Hesperia. There have been a series of mishaps within enrollment and within outward social media that have attributed to the lower enrollment numbers. The executive team has been working diligently on improving these programs and working to improve the social catalysts that promote Encore. This is an ongoing struggle and will take time to weather through the storm. As a social media becomes more about the outcry (true or false) and less about sharing the positive, Encore (along with the rest of the world) is trying to figure out how to proactively combat false and inflammatory information that can be dropped at any moment in any forum.

Negative Effects on Enrollment

HESPERIA – In the fall of 2016, a student made list of 33 students and staff members that they threatened to kill. While Encore Hesperia was swift and prudent in how they dealt with the situation, Encore took a drastic hit because we were on National news and even hit some worldwide news with this incident. Encore Hesperia experienced a 100 student drop because of the news coverage and the enrollment for this school year was flat as a result of this media. While Hesperia is still on plan, the hope for slight growth and having a financial cushion this year to be above plan just didn't happen.

RIVERSIDE – In the spring of 2017, an arts instructor in Riverside was accused of and arrested for allegations of lewd conduct with a student. Again Encore Riverside was swift and prudent on how the

situation was dealt with, but having two major media hits in the same year (even with them being on separate campuses) creates negative impact for both campuses. Initially, the drop in student count was less than 10, but Encore projected incorrectly for growth in Riverside for this year. We lost about 60 kids at the end of the year because of this media circus, but the bigger hit was in the growth for the fall. While Riverside did experience growth once again, the 70 student drop from projections to actuals have thrown the budget off for this school year.

Enrollment processing – Our records departments also played a role in the mishap with enrollment at the beginning of the school year, again. Last year, the executive team took painstaking measure to make sure that the records department was keeping accurate records during the end of the year and beginning of the year enrollment numbers. The issues that were cleaned up last year rolled forward and were not repeated in this year’s enrollment process. However, in Riverside, all of the reports going into the school year reported that we were 40 over projections (940). When school started and only 840 students showed up, we conducted an investigation. In this investigation, we found out that enrollment did not drop any student that returned the “intent to return” form saying that they were not returning to the school. They said that they did not want to remove the student until they actually didn’t show up. As a result, we eased back on marketing efforts over the summer because we were 40 over plan. In reality, we had 100 students that weren’t returning and were holding spots because records did not remove them. The records department was reprimanded, but trying to make up for the loss of projected 100 students is taking some time. Our marketing efforts were stepped up and we are still gaining students every week, but not at a pace that is going to get Riverside to make plan this year. As a result, Encore is now looking at the budgets to figure out where cuts need to be made to make sure that Encore can stay solvent.

Positive Effects on Enrollment

During the expansion model of Encore Education Corporation, we had eliminated some of the more labor intensive efforts that, although extremely effective, took a lot of time in regards to enrollment. We swapped out some of these models for large scale advertising with the intention of having a farther reach and bringing more people to our weekly interest meetings and enrollment by attracting the masses. These advertising efforts worked, but not at the same level as our “old fashioned guerilla marketing.”

This school year has largely been the year of rollback and remembering the traditions that made Encore great. Piece by piece, we are rolling back to what worked when we were a smaller organization. As a result, the marketing department is shifting, eliminating the large scale advertising efforts (newspaper, radio, etc.) and replacing it with the labor intensive, but extremely effective marketing plans.

Chief Marketing Officer, Steve Dekany, is at the helm of the streamlined, but more effective marketing department that has some very basic components that are critical to Encore regaining the ground that was lost during the media hits of 2017.

1. Encore's weekly interest meetings – These are still the most effective piece of Encore's marketing. Every week, anyone interested in bringing a student to Encore can find out about how Encore works by coming to a weekly interest meeting. The format has not changed a lot since we opened and 100% of all Encore students attend this meeting. In 2018, the following changes are going to take affect:
 - a. ASB Advisors are going to start administering the meetings.
 - b. ASB students will be asked to rotate through the interest meetings so they can give first hand information to students
2. Encore's Art Magazine – In the spring of 2017, Encore did a 10,000 copy run of a regional arts magazine for both the Inland Empire and the High Desert. The cost of the magazine (77 cents per unit) has been an integral part of getting the word out to the community and being able to hand potential parents and students a full length advertisement about the Encore organization to get them interested in the school. They were dispersed at fairs, festivals, in elementary schools during marketing tours, and placed strategically in all medical, law, and beauty waiting rooms within our enrollment cities. The goal is to put out these magazines quarterly, but not promised until funding makes sense to do so. Encore's media team classes are helping put together the magazine, so this is also a student project. This magazine is responsible for about 20% of the people that attend interest meetings each week. The primary mission of this magazine is branding.
3. Star Quest Arts Academy – This after school program continues to play a critical role in the enrollment of Encore. Overseen by the Creative Arts Director, this program combines elementary school aged children with Encore's high school kids as camp coaches to produce a 30 minute show each semester. On each campus, the program can hold up to 100 children and has about a 40% rate of enrollment in Encore after participation. Star Quest kids that enroll in Encore are the most successful students on campus and tend to be retained in the Encore programs for the full six years. This program accounts for 20 – 30 newly enrolled students every school year (about \$300,000 in the first year) and currently has about 100 graduate alumni and about 200 Encore students currently enrolled throughout the grades. The program currently enrolls about 50 per term, but we are working on efforts to double that number so we can double the success rate. Encore students participate as interns in this program and work to teach the elementary school students. The primary mission of this program is to teach kids how to be successful Encore students. This is our main feeder program.
4. Street Team School Tours – The Street Team tours are taken out at the end of each semester. Encore students rehearse on Saturdays to be a part of this team. This team learns a one hour assembly show for the purposes of performing in elementary schools. They spend three weeks (two days per week) going to elementary schools and performing the one hour assembly show.

At the conclusion of the assembly show, the cast gives the elementary school kids a copy of the arts magazine and an autograph card with the Encore website on it and a photo of the team. These teams go to elementary schools for free for the purposes of getting the Encore name into the households of students that will want to go to an arts school after elementary school. This is only year two of this program being back in place (We did this regularly during the first four years of operation, but stopped for the subsequent four years because we couldn't secure an effective director that could create and market equally effective.) These tours do not yet have a current measurable outcome. However, when these tours were done during the first four years of operation, they accounted for about 25% of the families that attended interest meetings on a weekly bases. The primary mission of this program is to get the word out that Encore exists to candidate students that live in our neighborhoods that will be attending a middle or high school within three years.

5. *Social Media* - Encore has a lively presence with Facebook, YouTube, and Instagram. While we had hired someone to run this piece, we have now combined this piece with our Theater House Manager since they are the ones that are in the thick of what the students are doing on a day to day basis. This helps us try to rebuild a positive media presence and line of communication with parents. This piece is in early stages and is critical to thwarting media pitfalls in the future.

STAFFING AND PAYROLL

Elimination of Executive Directors

At the end of last year and at the result of parent and student surveys, Encore did a quality assurance sweep. Again, because Encore is now shifting from rapid growth to refinement of programs, the focus shifted from top line reporting to in depth surveys from parents and students. What was discovered was alarming.

Encore had three Executive Director positions (Academics, Arts, Student Services) that were created and placed by the Executive Officer team to make sure that all of the staff were appropriately supported while the executive team was concentrating on growth. These Executive Directors were responsible for reporting successes, needs, and progress made in each department. As the organization shifted, the Executive Officer team did in depth research and through interview and survey, found out that the reporting that was happening from all three Executive Directors to the Executive Officers and the Encore Board of Directors was grossly miscategorized and in some cases fraudulent. As a result, Encore eliminated the three positions, placing the responsibilities of these positions back with the Officer team until all of the departments can be reorganized to refer back to the traditional methods that made Encore's programs stronger. The duties of these Director positions were shifted downward so more

people have direct access to the Executive Officer team in the hopes that future reporting will reflect what is happening within the organization.

Dean of Academics – The Dean of Academics on both campuses (Meyer and Roach) are responsible for the oversight, collaboration, evaluation, and implementation of academics on the campuses. They work directly with the Department Chairs to make sure that the programs are relevant, professional development is appropriate (and actually happening), and that the teachers have the support they need. The initial shift of the work did cause additional changes to happen on both campuses. Both Deans for Academics were replaced. The replacements are ready for the challenge of recreating the traditions of Encore success and committed to seeing the transformation through.

The Executive Support positions of Creative Directors (CTE and Arts) are working with the CEO and CMO to make sure that the Arts departments are moving back to traditional policies that provide the appropriate rigor in the arts courses with ample opportunities for all students to engage in Encore programs.

The CEO is working directly with both Deans of Academics and the Students Services staff to implement the programs that were created years ago but never implemented. This task will take two school years to complete.

The issue of Overtime

Even though Encore eliminated top level Director staff positions at the beginning of the year, payroll increased. After research, overtime is an overwhelming issue on campus. In the first half of the school year, overtime expenses on campus reached almost \$300,000.

In the December 2017 board meeting, Encore is adopting an overtime policy that requires all overtime to be approved by the CEO in writing prior to anyone taking overtime. Overtime has to do with people not clocking out on time, working too many days in a row, clocking in early, and “offering to stay” without the manager taking into consideration the overtime issue. Overtime was accounting for almost \$4,000 per week in payroll expenses. Encore is taking the following steps to eliminate overtime.

1. Encore is having a vote in January to move Campus Aides and IT to four 10 hour days instead of five 8 hour days.
2. Encore will reprimand and invoke progressive discipline for anyone not obtaining written approval of overtime from the CEO prior to taking OT.
3. The extra bus route in Hesperia, that accounts for 4 hours of OT every day is being eliminated when students return from break. It is being combined with another route.
4. Managers have been trained on how to alter schedules to keep people from accruing overtime. They have been told that if they do not know how to alter the schedule to ask Human Resources

or any Executive Officer for help. They will be reprimanded and progressive discipline will be invoked if they do not follow through on the scheduling.

5. To make up for some of the overtime already accrued, Encore will be deducting 10 days from the Classified calendar to regain some of the funding spent at the beginning of the school year. (about \$100,00 will be regained)

Staffing Changes

With enrollment being below projections for the 2017/2018 school year, Encore's Officer team is analyzing where staffing changes can be made to reduce payroll. Midyear reductions are likely. The officer team is doing what they can to make all reductions at the same time so the negative impact of the reduction can take place all at once and be minimized as much as possible. With the Executive Director and Dean of Academics changes, we are anticipating additional negative morale impact on campus with staff. Unfortunately, we cannot see another way of making changes to the budget without staffing cutbacks. Staffing accounts for the largest part of our budget.

Personal Buyback Days

Encore started a program where staff could buyback up to 40 hours of personal time each school year in hopes of decreasing absenteeism. After four years of implementation, this program has not decreased absenteeism and has caused a lot of stress within the organization based on timing of payment of these buyback days. The elimination of this program is up for vote at the December 2017 board meeting and will save the organization about \$80,000 each year starting in 2018.

Executive Officers Payroll Rollback

Due to the lower enrollment rate, the CEO and COO rolled back their annual salaries to the former pay scale rates of pay (about 20% decrease).

Decrease of Inservice Days for Instructors and Teachers

The Executive Officer team is going to suggest reducing work days for Instructors and Teachers by two inservice days.

LEA DISTRICT RELATIONSHIPS

With the staffing changes and the executive officer team becoming focused on the realignment of the organization, employees that were unable to complete their job duties as outlined were terminated. Upon the completion of their exit interview, all of them threatened the organization and the executive officers stating that they were going to "take down Encore" and get the "Griffins" fired. These disgruntled employees in top level positions from Encore followed through on their threats against the



organization by submitting complaints to both school districts with serious allegations. The Districts are completing investigations based on these complaint letters. Encore has complied with all requests by both HUSD and RUSD. There is concern that additional staffing cuts will stem more complaints as a way to lash out against the corporation in a time of struggle. It is not a great time to make staffing cuts, but fiscal solvency has to be the top priority.

The Districts have both been on campuses for annual site visits. Encore will be presenting their annual report to RUSD in January.

With the exception of the current complaint letters, the relationships with the LEAs seem to be positive and productive. Both Districts continue to be fair to Encore.

HESPERIA FACILITIES

The bond improvements have now been completed. The campus looks beautiful with the new paint job. Some finishing touches will continue to happen (like the room numbers being placed on the campus doors and the installations in the theater.) Encore would like to remodel the interiors of the classrooms over the next five years, but will wait until the enrollment numbers have improved and the current fiscal struggles have past. Air conditioning replacement has been completed. The HVAC contractor will likely spend this next hot season calibrating everything that has been installed.

RIVERSIDE FACILITIES

Encore entered into the start of the bond process to purchase a single campus. Based on the current status of enrollment and the current research stemming from the complaint letters, Encore is working with legal and financial teams to strategize how to continue the process for the occupation of the Mission Lakes Property. There will be updates in subsequent meetings based on the newness of the issues at hand. There is also a question to the sustainability of bonds for charter schools based on some of the changes made to the federal tax plan.

Encore does believe that the move of the Encore campus to a single facility is critical to the longevity of the Encore Riverside operation. The cost of renting space in Riverside and the cost of improving space in Riverside is crippling.

ACADEMIC PROGRAMS

With the implementation of the new Deans of Academics and bringing back the Department Chairs, Encore's organization is working on the preparation for the WASC visit in January for Hesperia. The teams are doing a great job of working together once again to reinforce the rigor of academics and

making sure that the new teachers know what the Encore policies are for course structures, grading, and the implementation of 21st Century Learning. There are three main areas of focus for this school year:

1. Textbook Adoptions – Over the next three years, the Departments Chairs, teachers, and Deans of Academics will work closely with the Executive Teams to choose, test, and put up for adoption students materials for common core standards.
2. Professional Development – The Deans of Academics are working together to build strategies for the Encore teams to build great teachers. Areas of interest include:
 - a. New teachers / classroom management
 - b. 21st Century Learning strategies
 - c. Full Inclusion models for SPED and PBIS strategies
 - d. Encore policies for benchmarks, grading, pacing plans, etc
3. Strategic Evaluations and Teacher Support – Encore is working to fill in gaps that were created under the direction of the former Executive Director positions.

ARTS PROGRAMS

Encore is implementing programs and strategies that were discontinued under the direction of the Executive Directors. The goal of this reboot is to re-engage students in the arts classes in larger numbers. The mission of the amount of programs and the quality of programs helps get more students engaged and work away from the rumors of “favoritism.” Events that have already been implemented this year:

1. Big Audition Day
2. Multiple Productions, with a production each month on each campus
3. Recitals for beginners
4. More robust web site that describes assessments, events, and how to be involved.

ACADEMIC EVENTS

Encore is implementing programs and strategies to engage students academically. The goal of this program is to stretch academics and build stronger academic extracurricular programs. It will take three years to complete the implementation of these projects. Some that have already been implemented:

1. Inventor’s Competition
2. Spelling Bee
3. Mock Trial in Riverside
4. World Scholars Team

Overall, Encore is still a strong program. There is a lot of hard work that has to be done for sustainability, but the end result is going to make Encore a better organization.