



Regular Meeting of the Board of Directors

Tuesday, October 25, 2016 6:00-9:00 PM

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Mission - Navigator Schools drives phenomenal student achievement by developing top tier teachers and leaders who consistently improve innovative classrooms and schools.

AGENDA

Regular Meeting of the Board of Directors

Tuesday, October 25, 2016 6:00-9:00 PM

Hollister Prep School

881 Line Street

Teleconference location: 817 14th Street, Sacramento, CA 95814

POSTED: Gilroy Prep School Office, Hollister Prep School Office, Support Office, Website, teleconference locations

Mission - Navigator Schools drives phenomenal student achievement by developing top tier teachers and leaders who consistently improve innovative classrooms and schools.

NOTE: Times listed for Agenda Items are estimates only. Actual times may vary substantially dependent on circumstances.

I. Procedural Items

	<u>Item</u>	<u>Objective</u>
A.	6:00 pm Call to Order, Attendance and Opening Remarks <i>Caitrin Wright, Chair</i>	Discussion
B.	6:05 pm Consent Agenda <i>Caitrin Wright, Chair</i> <ol style="list-style-type: none"> 1. September 21 meeting minutes 2. Approve Updated Employee Technology Agreement 3. Approve Updated Student Technology Agreement 	Action
C.	6:10 pm Public Comment on items not covered on the regular agenda <i>Caitrin Wright, Chair</i>	Discussion

II. Presentations, Discussion & Action Items

	<u>Item</u>	<u>Objective</u>
D.	6:15 pm CEO Report <i>Kevin Sved</i>	Discussion
E.	6:30 pm Finance Update from Board Treasurer <i>Joyce Montgomery, Treasurer</i> <i>Bryan Adams</i>	Discussion/Action Discussion Action
F.	6:50 pm Governance Board goals Committee structure and composition for 2016/17 <i>Caitrin Wright, Chair</i>	Discussion/Action Action
G.	7:50 pm Dashboard Review 2016/17 <i>Caitrin Wright</i>	Discussion/Action Action
H.	8:30 pm Navigator Schools Strategic Plan <i>Caitrin Wright & Kevin Sved</i>	Discussion/Action

III. Close of Meeting

	<u>Item</u>	<u>Objective</u>
I.	8:50 pm Meeting Closure and Next Steps <i>Caitrin Wright, Chair</i>	Action
J.	9:00 pm Adjourn <i>Caitrin Wright, Chair</i>	Action

- a. Meeting minutes (September 21, 2016)
- b. Board Report Technology Use Policies
- c. Updated Employee Technology Agreement
- d. Updated Student Technology Agreement

Regular Meeting of the Board of Directors

Wednesday, September 21, 2016 6:00-9:00 PM

Navigator Schools Support Office

I. Procedural Items

Item

- A. **Call to Order, Attendance and Opening Remarks**
Caitrin Wright, Chair
Alicia called the meeting to order- 6:01 pm
Board present: JP Anderson, John Glover, Nora Crivello, Joyce Montgomery, Alicia Gallegos-Fambrini
Caitrin Wright – arrived 6:11
- B. **Consent Agenda**
Caitrin Wright, Chair
- 1. June 7, June 16, August 5 meeting minutes**
 - 2. Policy for the Education of Homeless Children**
 - 3. Student Records Policy**
 - 4. Approve Updated Employee Technology Agreement**
 - 5. Approve Updated Student Technology Agreement**
- Items 2-5 pulled from consent agenda.*
John moved to approve minutes
Joyce 2nd
Motion passed unanimously
- C. **Public Comment on items not covered on the regular agenda**
Caitrin Wright, Chair
- No public comment.*

II. Presentations, Discussion & Action Items

Item

- D. **Board, Staff & CEO presentations**
2015/16 SBAC Results Presentation – James Dent, Christin Barkas, Heather Parsons
- James, Heather & Christin presented recap of SBAC performance. (included in minutes/packet). Discussion ensued regarding what steps are next.*
Topics Included: Board discussion to set goals & then staff to refine the target. Use accountability rubric approved by the state board. Percentage of students in each subgroup. Make sure our enrollment data matches our mission/goal. What data should we include next year (reclassification rates, etc...)
Demographics slides for each board meeting – who are we serving (all subgroups).
Incoming class demographics & EL & EL + students who have been reclassified during their time at Navigator.
- For staff - For next meeting: Demographics of subgroups – 2015/16 & update on current subgroups*

Year to year changes
Staff goals on where we want/need to be for next year – incoming FRL & ELL
Several year trend on demographics
Seek input from families on data point success.

E. 6:50 pm

CEO Strategic Priorities

Kevin Sved

Kevin presented CEO priorities presentation – slide in packet/minutes
Discussion ensued regarding realistic & logical next steps. Charter renewals need to be a top priority.
Research steps & process for a 5 (or 3 year plan).

F. 7:20 pm

Approval of Performance Management Process

Approval of Support Office Salary Bands

Kevin Sved & Melissa Alatorre Alnas

F. 1. - Kevin & Melissa presented slide presentation (in packet/minutes)
Board Suggestions - Include habits of mind in performance evaluation form.
Long term goal – overarching principles across organization
Motion to approve Management Process - CW
Alicia 2nd
Motion passed unanimously

F2 – Melissa presented research

Questions regarding salary bands, overall package,
CW moved to approve support office salary bands
Joyce 2nd
Salary bands become part of budget package.
Motion passed unanimously

G. 7:50 pm

Governance

Committee structure and composition for 2016/17

Caitrin Wright, Chair

Board reviewed & discussed board goals, including supporting the renewal process.
Thoughts/discussion:
Board expecting to get information on time.
What size does the board need to be? Possibly increasing the size of the board.
Strategic plan – guide to future growth
Need a board retreat.
Review bylaws – organizational health

2016-17 Committees – Governance & Finance – standing board committees
Advisory Committee – Academic Excellence (Possibilities – Strategic Plan, CEO review)
October 25 – talk board goals & dashboard

H. 8:30 pm

Finance

Update from Board Treasurer

Accept Unaudited Actuals

Approval of Support Office Structure & New Positions (Director of Information

**Technology, Business Analyst, Student Information Systems Administrator and
Maintenance & Operations Manager)**

Joyce Montgomery, Treasurer

Kevin Sved

*H. 1 - Bryan Williams, financial consultant presented financial dashboard & actual budget numbers.
Moved to approve – John, Caitrin 2nd – motion passed unanimously.*

H.2. – Support Office Structure & New positions –

Promote – IT Manager to Director of IT

Promote Bookkeeper to Analyst

Add 2 new positions (outlined in packet)

Kevin walked board through recommended changes & recommendations.

John moved & Alicia 2nd staff recommendation to approve new positions & office structure.

Motion passed unanimously.

III. Close of Meeting

Item

I. 8:50 pm **Meeting Closure and Next Steps**

Caitrin Wright, Chair

Effectiveness evaluation - 8

J. 9:00 pm **Adjourn**

Caitrin Wright, Chair

Meeting adjourned 9:15



Date: October 20, 2016

To: Board of Directors

From: Kevin Sved, CEO

Re: New Employee and Student Technology Policies and Agreement

Recommendation

It is recommended that the Board approve the new employee and student technology policies and agreement.

Background

Compliance with the Children’s Internet Protection Act (CIPA) is important to make sure Navigator Schools stays e-rate compliant and to ensure safe school environments for students and employees. Navigator schools has had a Technology Use and Internet Safety Policy in the parent and student handbook that covers limited technology and internet policies but it is important that these policies are updated with current CIP compliance policies.

Summary

For Navigator Schools, students, and employees to be up to date with current and CIPA compliant Technology Policies, it is requested for the Board to approve the new Employee and Student Technology Policies and Agreement.

Employee Responsible Use of Technology Agreement 2016-17

Overview

Navigator Schools makes a variety of communications and information technologies available to employees. These technologies, when properly used, promote educational excellence in Navigator Schools by facilitating resource sharing, innovation, collaboration, and communication. Illegal, unethical or inappropriate use of these technologies can have dramatic consequences, harming Navigator Schools, and its employees. Navigator Schools firmly believes that digital resources, information, and interaction available through Navigator Schools technology systems far outweigh the disadvantages. This Responsible Use Agreement is intended to minimize the likelihood of harm by educating Navigator Schools employees and setting standards which will serve to protect Navigator Schools and its employees.

Mandatory Review by Employee

To educate employees on proper technology use and conduct, employees are required to review these guidelines each school year. The employee is required to acknowledge receipt and understanding of the Navigator Schools Employee Responsible Use of Technology Agreement (hereinafter referred to as the Responsible Use Agreement) as part of the annual yearly process, which includes signing and submitting a Summary Signature Form at the beginning of each school year.

Definition of Navigator Schools Technology Systems and Network

Navigator Schools technology systems and networks are any configuration of hardware and software. The system includes, but is not limited to, the following: telephones, cell phones, and voicemail technologies; email accounts; servers; computer hardware and peripherals; software including operating system software and application software; digitized information including stored text, data files, email, digital images, and video/ audio files; internally or externally accessed databases, applications, or tools (Internet or Navigator Schools-server based); Navigator Schools-provided Internet access including guest Wi-Fi; and new technologies as they become available.

Employee Use Expectations

Navigator Schools information technology resources are provided for educational, instructional, communication, and business purposes. If you have any doubt about whether a contemplated activity is acceptable, consult with your supervisor or administrator to help decide if a use is appropriate. You must do all of the following to keep your school technology privileges:

Respect and protect your own and the privacy of others by:

1. Using only accounts assigned to you.
2. Only viewing or using passwords, data, drives, or networks to which you are authorized.

3. Never distributing private information about yourself or others.

Respect and protect the integrity, availability, and security of all electronic resources by:

1. Observing all Navigator Schools Internet filters and posted network security practices.
2. Reporting security risks or violations to a site tech or network administrator.
3. Not destroying or damaging data, equipment, networks, or other resources that do not belong to you, without clear permission of the owner, (not hacking, uploading, downloading or creating computer viruses, sending mass emails or spam, or causing a disruption to electronic services).
4. Sharing technology resources with other users by not deliberately causing network congestion or consuming excessive electronic storage.
5. Immediately notifying a member of the Information Technology department of computer or network malfunctions.

Respect and protect the intellectual property of others by:

1. Following copyright laws (not making illegal copies of music, pictures, images, videos, games, software, apps, files or movies).
2. Citing sources when using others' work.

Respect your community by:

1. Communicating only in ways that are kind and respectful.
2. Reporting threatening or discomfoting materials to an administrator.
3. Not intentionally accessing, transmitting, copying, or creating material that violates the school's code of conduct (such as messages/content that are pornographic, obscene, threatening, discriminatory, harassing, or intimidating).
4. Not intentionally accessing, transmitting, copying, or creating material that is illegal (such as obscenity, stolen materials, impersonating another person for harmful purposes, or illegal copies of copyrighted works).
5. Not using the resources to further other acts that are criminal or violate the school's standards for employee behavior.
6. Refraining from buying, selling, advertising, or otherwise conducting personal business.
7. Participating positively in all digital learning environments and refraining from behaviors that negatively impact other staff members.

Employee Device Use Guidelines

1. Portable technology devices at Navigator Schools will be defined to include, but not limited to, Netbook Computers (Chromebook, etc.), Laptop Computers (Apple or PC), Tablet Computers (iPad, Samsung, etc.), and Smart Phones (iPhones, Androids, etc.).

2. Persons to whom portable technology devices are assigned shall be the sole user of the technology.
3. During the school year portable technology devices must remain either on school premises every day the employee is in attendance or under the direct control of the employee.
4. All users will make their assigned portable technology available to the Technology Department or their authorized representatives for periodic maintenance and system upgrades.
5. Any and all changes in configuration, hardware and/or software, shall be made only by the Technology Department or their authorized representatives. No outside vendors or individuals are authorized to work on this equipment.
6. Users of Navigator Schools portable technology will take all appropriate security measures. When unattended, devices shall be stored in a secure, locked location in the classroom/office, or, in the case of a traveling employee, secured in the employee's place of residence. Under no circumstances shall the device be stored overnight in an employee's car, whether in the trunk or otherwise.
7. All users are responsible for reporting damaged, lost, or stolen devices ASAP. Damage reports must be submitted to the Information Technology Department. Theft reports shall include a local Police Report or number. Evidence of damage, loss, or theft caused by negligence will be assessed on a case by case basis, but the employee must be aware that efforts to correct said damage may result in financial charges being assessed to the assigned user, up to and including the current replacement cost of the device.
8. All portable technology devices remain the property of Navigator Schools. Upon the beginning of a long-term leave of absence, resignation, or termination, employees are required to return assigned devices to the Information Technology Department.

Consequences for Violation.

Violations may result in disciplinary action. As required by law, some violations of law could also result in criminal prosecution by government authorities.

Employee Access to Computer/Network/Internet.

Computer/Network/Internet access is provided to all employees for educational, instructional, communication, and business purposes. Navigator Schools makes every effort to limit access to objectionable material; however, controlling all such materials on the computer/tablet/network/Internet is impossible, even with filtering in place. With global access to computers and people, a risk exists that employees may access material that may not be of educational value in the school setting.

Digital Learning Environments

Employees may participate in online environments related to curricular projects or school activities and use digital tools, such as, but not limited to, mobile devices, blogs, discussion forums, RSS feeds, podcasts, wikis, and online meeting sessions. The use of blogs, wikis, podcasts, and other digital tools are considered an extension

of the classroom. Verbal or written language that is considered inappropriate in the classroom is also inappropriate in all uses of blogs, wikis, podcasts, and other Navigator Schools-provided digital tools.

Supervision and Monitoring

The use of Navigator Schools owned information technology resources is not private. Authorized employees monitor the use of information technology resources to help ensure that uses are secure and in conformity with Navigator Schools policies. Administrators reserve the right to examine, use, and disclose any data found on the school's networks in order to further the health, safety, discipline, or security of any employee or other person, or to protect property. In other words, employees must understand that computer files and electronic communications are not private and may be accessed by Navigator Schools for the purpose of ensuring proper use. Administrators may also use this information in disciplinary actions, and will furnish evidence of crime to law enforcement. Navigator Schools reserves the right to determine which uses constitute acceptable use and to limit access to such uses. Navigator Schools also reserves the right to limit the time of access and priorities among competing acceptable uses.

Disclaimer of Liability

The Navigator Schools makes no guarantees about the quality of services provided and is not responsible for any claims, losses, damages, costs, or other obligations arising from the use of the network or accounts. Navigator Schools also denies any responsibility for the accuracy or quality of the information obtained through user access. Navigator Schools denies any responsibility for material encountered on a computer network, including the Internet, which may be deemed objectionable to a user or for any hostile or injurious actions of third parties encountered through a computer network. Any statement accessible on the computer network or the Internet is understood to be the author's individual point of view and not that of Navigator Schools, its affiliates or employees. Due to the nature of electronic communications and changes in the law, it is also impossible for Navigator Schools to guarantee confidentiality of email sent and received over any computer network.

By signing the Summary Signature Form below, I have read, understand, and acknowledge receipt of this Responsible Use Agreement.

Employee Site _____ Employee Name _____

Signature of Employee _____

Date _____

Student Responsible Use of Technology Agreement 2016-17

Overview

Navigator Schools makes a variety of communications and information technologies available to students. These technologies, when properly used, promote educational excellence in Navigator Schools by facilitating resource sharing, innovation, collaboration, and communication. Illegal, unethical or inappropriate use of these technologies can have dramatic consequences, harming Navigator Schools, its students, and its employees. Navigator Schools firmly believes that digital resources, information and interaction available through Navigator Schools technology systems far outweigh the disadvantages. This Responsible Use Agreement is intended to minimize the likelihood of harm by educating Navigator Schools students and setting standards which will serve to protect Navigator Schools and its students.

Mandatory Review by Parent/Guardian and Student

To educate students on proper technology use and conduct, students are required to review these guidelines each school year. The parent or legal guardian of a student user is required to acknowledge receipt and understanding of the Navigator Schools Student Responsible Use of Technology Agreement (hereinafter referred to as the Responsible Use Agreement) as part of the annual registration process, which includes signing and submitting a Summary Signature Form at the beginning of each school year.

Definition of Navigator Schools Technology System and Network

Navigator Schools technology and networks are any configuration of hardware and software. The system includes, but is not limited to, the following: telephones, cell phones, and voicemail technologies; email accounts; servers; computer hardware and peripherals; software including operating system software and application software; digitized information including stored text, data files, email, digital images, and video/ audio files; internally or externally accessed databases, applications, or tools (Internet or Navigator Schools-server based); Navigator Schools-provided Internet access including guest Wi-Fi; and new technologies as they become available.

Student Use Expectations

Navigator Schools information technology resources are provided for educational and instructional purposes. If you have any doubt about whether a contemplated activity is acceptable, consult with your teacher or administrator to help decide if a use is appropriate. You must do all of the following to keep your school technology privileges:

Respect and protect your own and the privacy of others by:

1. Using only accounts assigned to you.

2. Only viewing or using passwords, data, drives, or networks to which you are authorized.
3. Never distributing private information about yourself or others.

Respect and protect the integrity, availability, and security of all electronic resources by:

1. Observing all Navigator Schools Internet filters and posted network security practices.
2. Reporting security risks or violations to a teacher or network administrator.
3. Not destroying or damaging data, equipment, networks, or other resources that do not belong to you, without clear permission of the owner, (not hacking, uploading, downloading or creating computer viruses, sending mass emails or spam, or causing a disruption to electronic services).
4. Sharing technology resources with other users by not deliberately causing network congestion or consuming excessive electronic storage.
5. Immediately notifying a staff member or administrator of computer or network malfunctions.

Respect and protect the intellectual property of others by:

1. Following copyright laws (not making illegal copies of music, pictures, images, videos, games, software, apps, files or movies).
2. Citing sources when using others' work (not plagiarizing).

Respect your community by:

1. Communicating only in ways that are kind and respectful.
2. Reporting threatening or discomfoting materials to a teacher or administrator.
3. Not intentionally accessing, transmitting, copying, or creating material that violates the school's code of conduct (such as messages/content that are pornographic, obscene, threatening, discriminatory, harassing, intimidating or bullying).
4. Not intentionally accessing, transmitting, copying, or creating material that is illegal (such as obscenity, stolen materials, impersonating another person for harmful purposes, or illegal copies of copyrighted works).
5. Not using the resources to further other acts that are criminal or violate the school's standards for student behavior, such as cheating.
6. Refraining from buying, selling, advertising, or otherwise conducting business, unless approved as a school project.
7. Participating positively in all digital learning environments and refraining from behaviors that negatively impact your peers or staff members.

Consequences for Violation.

Violations may result in the loss of your privileges to use the school or Navigator Schools's information technology resources. Violations of law may also result in

disciplinary action, imposed in accordance with the Navigator Schools Standards for Student Behavior up to and including suspension or expulsion depending on the degree and severity of the violation. Violations could also result in criminal prosecution by government authorities.

Student Access to Computer/Network/Internet.

Computer/Network/Internet access is provided to all students for educational and instructional purposes. Each Navigator Schools computer/tablet with Internet access has filtering software that blocks access to visual depictions that are obscene, pornographic, inappropriate for students, or harmful to minors, as defined by the federal Children's Internet Protection Act (CIPA). Navigator Schools makes every effort to limit access to objectionable material; however, controlling all such materials on the computer/tablet/network/Internet is impossible, even with filtering in place. With global access to computers and people, a risk exists that students may access material that may not be of educational value in the school setting.

Digital Learning Environments

Students may participate in online environments related to curricular projects or school activities and use digital tools, such as, but not limited to, mobile devices, blogs, discussion forums, RSS feeds, podcasts, wikis, and online meeting sessions. The use of blogs, wikis, podcasts, and other digital tools are considered an extension of the classroom. Verbal or written language that is considered inappropriate in the classroom is also inappropriate in all uses of blogs, wikis, podcasts, and other Navigator Schools-provided digital tools. For students under the age of 13, the Children's Online Privacy Protection Act (COPPA) requires additional parental permission for use of educational software tools and applications. Parents wishing to deny access to these curricular resources must do so in writing to the site principal indicating their child should be denied access to these tools.

Supervision and Monitoring

The use of Navigator Schools owned information technology resources is not private. Authorized employees monitor the use of information technology resources to help ensure that uses are secure and in conformity with Navigator Schools policies. Administrators reserve the right to examine, use, and disclose any data found on the school's networks in order to further the health, safety, discipline, or security of any student or other person, or to protect property. In other words, students must understand that computer files and electronic communications are not private and may be accessed by Navigator Schools for the purpose of ensuring proper use. Administrators may also use this information in disciplinary actions, and may furnish evidence of crime to law enforcement. Navigator Schools reserves the right to determine which uses constitute acceptable use and to limit access to such uses. The Navigator Schools also reserves the right to limit the time of access and priorities among competing acceptable uses.

Disclaimer of Liability

Navigator Schools makes no guarantees about the quality of services provided and is not responsible for any claims, losses, damages, costs, or other obligations arising from the use of the network or accounts. Navigator Schools also denies any responsibility for the accuracy or quality of the information obtained through user access. Navigator Schools denies any responsibility for material encountered on a computer network, including the Internet, which may be deemed objectionable to a user (or his/her parents, if a minor) or for any hostile or injurious actions of third parties encountered through a computer network. Any statement accessible on the computer network or the Internet is understood to be the author’s individual point of view and not that of Navigator Schools, its affiliates or employees. Due to the nature of electronic communications and changes in the law, it is also impossible for Navigator Schools to guarantee confidentiality of email sent and received over any computer network.

By signing the Summary Signature Form below, I have read, understand, shared with my student and acknowledge receipt of this Responsible Use Agreement.

Student Number _____ Student Name _____

Signature of Student _____

Date _____

Parent/Guardian Name _____

Signature of Parent/Guardian _____

Date _____



Navigator Schools - Financial Dashboard
October 2016 Board Report

# Students	Total	GPS	HPS	
2015-16 ADA (average daily attendance)	694.94	405.63	289.31	
2016-17 ADA - Approved Budget	806.4	460.8	345.6	
2016-17 ADA Projection as of 10/17/16	809.1	458.9	350.2	
2016-17 Enrollment - Approved Budget	840.0	480.0	360.0	
2016-17 Opening Day Enrollment	829.0	468.0	361.0	
2016-17 Enrollment as of 9/15/16	833.0	475.0	358.0	
2016-17 Enrollment as of 10/17/16	839.0	478.0	361.0	
	<u>Total</u>	<u>GPS</u>	<u>HPS</u>	<u>CMO</u>
FTE Count - Approved Budget	88.75	48	31.75	9
FTE Count - Projected	87	48	31.75	7.25

Financial Snapshot - all three entities (GPS/HPS/CMO):

Cash on Hand per bank statements as of 9/30/16	783,481
Annual Expenditures (not including CMO Mgmt Fees)	8,434,642
Number of Months Cash on Hand	1.11

	2015-16 Actual (Unaudited)	2015-16 Original Budget	Variance Favorable <u>Unfavorable</u>	2016-17 Projected (Estimate)	2016-17 Original Budget	Variance Favorable <u>Unfavorable</u>
Revenue	8,406,377	8,093,121	313,256	10,048,540	9,725,917	322,623
Expenses	7,744,131	7,598,924	-145,207	9,808,490	9,456,335	-352,155
Net Income - GAAP basis (audit)	662,245	494,197	168,049	240,050	269,582	-29,532
Less Capital Outlay	-169,715	-348,503	178,788	-72,062	-72,053	-9
Revenue less expenses & capital outlay	492,530	145,694	346,837	167,988	197,529	-29,541

	<u>2014-15</u>			
Beginning Fund Balance	1,892,296	1,790,843	2,453,088	2,453,088
Net Income	-101,453	662,245	240,050	269,582
Ending Fund Balance	<u>1,790,843</u>	<u>2,453,088</u>	<u>2,693,138</u>	<u>2,722,670</u>
Revenues/Student		11,692	11,963	11,578
Expenses/Student		10,771	11,677	11,258
Fund Balance/Student		3,412	3,206	3,241

Navigator Schools
September 2016 Board Report

Combined Balance Sheet:

	6/30/15	6/30/16	9/30/16
ASSETS			
Cash	1,485,651	1,884,454	783,481
Accounts Receivable	820,497	757,341	159,841
Prepaid Expenses	67,669	72,379	24,829
Fixed Assets, net	57,087	188,935	218,297
TOTAL ASSETS	2,430,904	2,903,109	1,186,448
LIABILITIES			
Accounts Payable & Other Accrued Liabilities	442,140	325,020	231,994
CDE Note Payable	197,920	125,000	125,000
TOTAL LIABILITIES	640,060	450,020	356,994
Beginning Net Assets	1,892,296	#REF!	2,453,089
Net Income	-101,453	#REF!	-1,623,635
Ending Net Assets	1,790,843	#REF!	829,454
TOTAL LIABILITIES & NET ASSETS	2,430,904	#REF!	1,186,448

2015-16 Budget to Actuals:

	Total			GPS			HPS			CMO		
	Actuals	Budget	Variance Fav (Unfav)	Actuals	Budget	Variance Fav (Unfav)	Actuals	Budget	Variance Fav (Unfav)	Actuals	Budget	Variance Fav (Unfav)
REVENUE:												
LCFF Revenue	5,800,085	5,672,114	127,971	3,191,809	3,192,060	-251	2,608,276	2,480,054	128,222	0	0	0
Federal Revenue	376,585	288,040	88,545	226,416	192,563	33,853	150,169	95,477	54,692	0	0	0
Other State Revenue	929,528	813,285	116,243	599,529	479,935	119,594	329,999	333,350	-3,351	0	0	0
Donations & Grants	113,258	82,800	30,458	24,181	740	23,441	5,264	0	5,264	83,813	82,060	1,753
Other Revenue	67,505	142,164	-74,659	52,701	115,608	-62,907	14,765	26,556	-11,791	39	0	39
CMO Management Fees	1,119,416	1,094,718	24,698							1,119,416	1,094,718	24,698
REVENUE	8,406,377	8,093,121	313,256	4,094,637	3,980,906	113,731	3,108,472	2,935,437	173,035	1,203,268	1,176,778	26,490
EXPENDITURES:												
Salaries	3,906,421	3,863,030	-43,391	1,743,116	1,718,361	-24,755	1,371,431	1,372,098	667	791,874	772,571	-19,304
Benefits & Taxes	865,664	854,122	-11,542	418,043	417,384	-659	312,882	307,020	-5,863	134,738	129,717	-5,021
Books & Supplies	816,438	670,675	-145,763	497,454	436,322	-61,132	292,391	212,853	-79,538	26,593	21,500	-5,093
Services & Other Operating Expense	998,325	1,116,380	-118,055	471,725	494,033	22,308	338,445	410,844	-72,399	188,155	211,503	23,348
CMO Management Fees	1,119,416	1,094,718	-24,698	616,019	616,068	-49	503,397	478,650	-24,747			
Capital Outlay	169,715	348,503	-178,788	138,093	216,733	-78,641	31,622	131,770	-100,148	0	0	0
EXPENDITURES	7,875,980	7,947,427	71,448	3,884,450	3,898,902	14,452	2,850,169	2,913,234	63,065	1,141,361	1,135,291	-6,069
REVENUE LESS EXPENDITURES	530,397	145,694	384,704	210,187	82,004	128,183	258,303	22,203	236,100	61,907	41,487	20,420
				19.30%	19.30%		19.30%	19.30%				
GAAP Adjustments:												
Revenue Less Expenditures	530,397	145,694		210,187	82,004		258,303	22,203		61,907	41,487	
Add back Capita Outlay to Net income	169,715	348,503		138,093	216,733		31,622	131,770		0	0	
Subtract Depreciation Expense	-37,867	0		-33,012	0		-4,855	0		0	0	
Net Income - GAAP Basis	662,245	494,197	168,049	315,268	298,737	16,530	285,071	153,973	131,098	61,907	41,487	20,420
	662			315			285			62		
Beginning Net Assets	1,790,843			1,101,797			792,836			-103,790		
Net Income - GAAP Basis	662,245			315,268			285,071			61,907		
Ending Net Assets	2,453,088			1,417,065			1,077,907			-41,883		

2016-17 Approved Budget v. Projection:

	Total			GPS			HPS			CMO		
	Latest Projection	Approved Budget	Variance Favorable (Unfavorable)	Latest Projection	Approved Budget	Variance Favorable (Unfavorable)	Latest Projection	Approved Budget	Variance Favorable (Unfavorable)	Latest Projection	Approved Budget	Variance Favorable (Unfavorable)
REVENUE:												
LCFF Revenue	7,118,383	7,118,383	0	3,869,734	3,869,734	0	3,248,649	3,248,649	0	0	0	0
Federal Revenue	346,920	338,070	8,850	227,666	223,188	4,478	119,254	114,882	4,372	0	0	0
Other State Revenue	956,881	757,608	199,273	535,444	453,208	82,236	421,437	304,400	117,037	0	0	0
Donations & Grants	100,000	0	100,000	0	0	0	100,000	0	100,000	0	0	0
Other Revenue	152,508	138,008	14,500	97,708	85,708	12,000	32,300	32,300	0	22,500	20,000	2,500
CMO Management Fees	1,373,848	1,373,848	0							1,373,848	1,373,848	0
REVENUE	10,048,540	9,725,917	322,623	4,730,552	4,631,838	98,714	3,921,640	3,700,231	221,409	1,396,348	1,393,848	2,500
EXPENDITURES:												
Salaries	4,785,884	4,717,763	-68,121	2,219,937	2,147,577	-72,360	1,723,463	1,555,996	-167,467	842,484	1,014,190	171,706
Benefits & Taxes	1,147,252	1,119,910	-27,342	567,393	548,899	-18,494	422,053	381,043	-41,010	157,806	189,968	32,162
Books & Supplies	1,203,460	1,084,065	-119,395	643,293	623,043	-20,250	538,354	439,209	-99,145	21,813	21,813	0
Services & Other Operating Expense	1,246,046	1,160,749	-85,297	573,594	515,404	-58,190	463,628	492,746	-29,118	208,824	152,599	-56,225
CMO Management Fees	1,373,848	1,373,848	0	746,859	746,859	0	626,989	626,989	0			
Capital Outlay	72,062	72,053	-9	29,362	29,353	-9	42,700	42,700	0			
Contingency (unforeseen expenses)	0	0	0	0	0	0	0	0	0			
EXPENDITURES	9,828,552	9,528,388	-300,164	4,780,438	4,611,135	-169,303	3,817,187	3,538,683	-278,504	1,230,927	1,378,570	147,643
REVENUE LESS EXPENDITURES	219,988	197,529	22,459	-49,886	20,703	-70,589	104,453	161,548	-57,095	165,421	15,278	150,143
GAAP Adjustments:												
Revenue Less Expenditures	219,988	197,529	22,459	-49,886	20,703		104,453	161,548		165,421	15,278	
Add back Capita Outlay to Net income	72,062	72,053	-9	29,362	29,353		42,700	42,700		0	0	
Subtract Depreciation Expense	-52,000	0	-52,000	-45,000	0		-7,000	0		0	0	
Net Income - GAAP Basis	240,050	269,582	-29,550	-65,524	50,056	-115,580	140,153	204,248	-64,095	165,421	15,278	150,143

Navigator Schools
Financial Board Report Narrative
October 20, 2016

From: Bryan Adams

2015-16 Final Results

- For the September board report I estimated 2015-16 total net income of \$612k as follows: CMO \$23k, Gilroy Prep \$262k, Hollister Prep \$328k.
- . The budget for the 2015-16 net income was \$494k as follows: CMO \$41k, Gilroy Prep \$298k, Hollister Prep \$154k.
- **The 2015-16 books have now been closed, but not audited, and the final 2015-16 result is \$662k net income as follows: CMO \$62k, Gilroy Prep \$315k, Hollister Prep \$285k.**

2015-16 Audit

The audit is to take place the first week of November. Our auditors are Vicenti, Lloyd & Stutzman, LLP. The partner in charge is Wade McMullen, and he will be present at the audit per my request. I expect no audit adjustments to the \$662k net income.

Status of revenue found from prior years

Last month \$109k in missing revenue was located. The current status of these funds is as follows:

- \$79k Hollister Prep - PCSGP missing revenue from Sept 2014: **Received** (revenue recognized in 2015-16).
- \$14k Gilroy Prep – GUSD missing revenue from 2015-16: **Received** (revenue recognized in 2015-16).
- \$10k Gilroy Prep – GUSD missing revenue from 2014-15: **To be received in Oct or Nov per GUSD** (revenue recognized in 2015-16).
- 6k Gilroy Prep - - GUSD missing revenue from 2013-14: **Still in dispute** (revenue will be recognized in 2016-17).

2016-17 Latest Projection

- For the September board report I projected total net income of \$49k as follows: CMO \$18k, Gilroy Prep (\$75k), Hollister Prep \$106k.
- The original 2016-17 budget is \$270k net income as follows: CMO \$15k, Gilroy Prep \$50k, Hollister Prep \$204k.
- **The latest projection for 2016-17 total net income is \$240k as follows: CMO \$165k, Gilroy Prep (\$66k), Hollister Prep \$140k.**
- The negative variance in projected net income is mainly the result of our latest estimate of wages for hourly employees. We will work on reducing that number to be in line with the budget.

2015-16 Navigator Schools Dashboard

	Goal	December 2015 Actual	March 2016 Actual	June 2016 Actual	Definition	Frequency
ACADEMIC EXCELLENCE						
Define correlative assessment results for Navigator						
Measure: Students score over the 75th percentile on STAR MATH	75%	n/a	46%	46%	GPS STAR Math (2nd-6th grade) 49% scoring at or above 75% HPS STAR Math (2nd-4th grade) 43% scoring at or above 75%	Annually
Measure: Students score over the 55th percentile on STAR READING	75%	n/a	49.5%	49.5%	GPS STAR READING (2nd-6th grade) Dec. data = 52% scoring at or above 55th% HPS STAR READING (2nd-4th grade) Dec. data = 47% scoring at or above 55th%	Annually
High academic expectations pervade every Navigator School						
Measure: Students know their academic goals	80%	n/a			Survey not created	2x/year (December & March)
Measure: Parents are aware of their child's academic goals.	80%	n/a			Survey being conducted with end date of June 7th.	June - annually
Measure: Students score in the top two bands in SBAC ELA	75%	79%	79%		Tests taken each spring	Annually
Measure: Students score in the top two bands in SBAC math	75%	59%	59%		Tests taken each spring	Annually
LEADERSHIP DEVELOPMENT						
Navigator's leadership development model continuously increases staff effectiveness.						
Measure: Our coaches/teachers understand the coaching model by September 15	90%	n/a	75%	75%		Annually (September)
Measure: Returning teachers earn a score of proficient in management by September 15th	90%	100%	100%	100%		Annually (September)
Measure: New teachers earn a score of proficient in management by March 31st.	75%	n/a	50%	66%	High impact coaching is occurring	Quarterly
Measure: Returning teachers earn a score of proficient (Level 3) in instructional rigor development by March 31st	90%	n/a	83%	92%		Quarterly
Measure: First year teachers earn a score of approaching proficient (Level 2) in instructional rigor development by March 31st	75%	n/a	100%	100%		Quarterly
Measure: Third year teachers earn a score of proficient (Level 3) in differentiation by student need by September 15th.	75%	n/a	100%	100%		Quarterly
Measure: External classrooms currently using the Navigator Schools coaching model by June annually	4/year	0	0	0	Possible Hollister collaboration has the opportunity to change this number next year.	
BLENDED LEARNING						
Navigator Schools' implementation of blended learning software outperforms the standard of one year's growth.						
Measure: Students gain greater than one year's growth annually on ST Math.	80%	n/a	64%		GPS 57%/HPS 71%	Quarterly
Measure: Students gain greater than one year's growth annually on Lexia.	80%	n/a	66%		GPS 87%/HPS 89%	Quarterly
Measure: Students gain greater than one year's growth annually on Reading Plus.	80%	n/a	80.5%		GPS 81%/HPS 80%	Quarterly
Navigator Schools' blended learning implementations are replicable.						
Measure: Classrooms achieve Blended Learning Rubric scores an average of 3 or higher.	90%	n/a	70%		1st numbers in March	Quarterly
COMMUNITY OUTREACH						
There continues to be demand for Navigator Schools in the communities they serve.						
Measure: Ensure a balance of FRL & ELL students entering kindergarten annually.	60%	ELL - 49%/GPS 43%/HPS 58%	ELL - 49%/GPS 43%/HPS 58%	GPS-ELL - 48% FRL 53% HPS -ELL 47% FRL - 50%	These numbers reflect kinder only, as directed by the metric.	Annually - August

✓	Measure: Each school and grade maintains a healthy enrollment waitlist.	20 kids/grade	27/grade - HPS 114/grade - GPS	27/grade - HPS 108/grade - GPS	2016/17 kinder waitlists - GPS - 104 HPS - 54	These numbers reflect kinder only as the remaining waitlists for 16/17 are being updated for 16/17.	monthly
	Navigator families are pleased with the educational choice for their children.						
✓	Measure: Parents answer likely to recommend Navigator to their friends on annual survey.	90%	91%	91%	90%	Survey currently being given. Early results (less than 10% received)	1x/year
	Measure: Families intend to keep their child in the school through 8th grade.	90%	n/a	n/a	90%	Survey currently being given. Early results (less than 10% received)	1x/year
	Ensure all students on the Central Coast have the opportunity for a high quality education.						
✗	Measure: Number of schools open	3 by 2018	2	2	2		
	GOVERNANCE	Goal	December 2015 Actual	March 2016 Actual	June 2016 Actual	Definition	Frequency
	The Navigator Board of Directors maintains a healthy, diverse, and effective membership						
■	Measure: Increase size of board of directors	7	5	5	6	Board member elected in April. 2 board members going off in June, with 2 board members coming on in June.	
■	Measure: All officer positions are filled at all times	4/4	2/4	2/4	4/4	All officer positions will be filled at the June board meeting	
	The Navigator Schools Board of Directors maintains an effective committee structure and board processes.						
■	Measure: Establish committee work plans/ensure measures of success	80%	50%	65%	65%	Committees are now sharing committee notes with the board packets each month.	Monthly
✗	Measure: Maintain a comprehensive board calendar for each school year	2016-17	20%	50%	adopted April 2016	Draft board calendar prepared and distributed to board of directors for review & adoption.	
■	Measure: The board annually assesses (BOT) progress toward meeting board goals	3	2	2	2		1x/year May
	Implement a recruitment process including onboarding and professional development.						
■	Measure: The average score on the Board Recruitment (BOT) assessment grows annually.	3	2	2	2		1x/year May
	FINANCE & OPERATIONS	Goal	December 2015 Actual	March 2016 Actual	June 2016 Actual	Definition	Frequency
	Navigator maintains strong financial health						
	Measure: Audit ready in a timely manner.	20th/month	November 20, 2015	February 23, 2016			
✓	Measure: Maintain healthy reserves at each school site.	25%	29%	30+%	30+%		
■	Measure: Increase credit line	\$500,000	\$350,000	500,000	\$500,000		
✓	Measure: Schools maintain high daily attendance rates.	95%	96%	97%	96%		
	SCHOOL CLIMATE	Goal	December 2015 Actual	March 2016 Actual	June 2016 Actual	Definition	Frequency
	Measure: % of full-time staff that returns annually.	80%	n/a		91%		2x/year
	Measure: % of staff that answer "likely to recommend working at Navigator to a friend".	80%	n/a	82%	82%	survey being given 6/7-6/10	2x/year
	Measure: % of students that are proud to be a Navigator.	90%	n/a	survey will given in May	survey being given next week		1x/year



Date: October 20, 2016

To: Board of Directors

From: Kevin Sved, CEO

Re: Strategic Planning

Recommendation

It is recommended that the Board approve a set of questions to be analyzed during a strategic planning process. It is recommended that the Board consider the attached list of questions and adjusting as deemed appropriate.

Background

Navigator Schools is in need of 3-5 year strategic plan. The CEO including completing a strategic planning process as a priority for 2016-17. After Board feedback, a more realistic timeline to complete this process is Fall 2017. Board Chair Caitrin Wright helped move the process forward by providing an initial set of questions to be analyzed during a strategic planning process to the CEO. The CEO worked with staff to review and revise the questions, which are attached.

With Board approval of the questions to analyze in a strategic planning process, the CEO will collaborate with 2-4 consultants to craft a strategic planning process.

Summary

Navigator Schools is in need of 3-5 year strategic plan. Board approval of the questions to be analyzed during a strategic planning process will help move the process forward.

Navigator Strategic Planning Questions and Process October 2016

Key Questions (and potential analyses)

- What main strategies should we use to increase our impact?
 - Building on current academic programs
 - Identifying and addressing potential gaps
 - Social/emotional
 - Student self-directed learning
 - Project-based learning
 - Further development of Middle School model
 - Expansion into Transitional Kindergarten at GPS & HPS
 - Opening new K-8 or TK-8 schools
 - Training other teachers/schools
 - Partnership with other schools (i.e. R.O. Hardin)
 - Creating a BTSA program, Teacher Training and possible teacher credentialing program
 - Explore partnering for early childhood / preschool.
 - Other levers?
 - What are the priorities? Timelines?

- Do we explore expanding into high school?
 - What info/analyses are needed to decide?
 - Gilroy needs vs. Hollister needs; What are high school options?
 - How would we determine a vision for high school? How does it compare to the current ES and MS model?
 - Possible high school models include early college (GECA), creating teacher training academy with college and career pathways

- How do we expand geographically? Do we geographically saturate? Or do we expand into new geographies?
 - Sense of the “market” in GUSD and HSD. Is there room for more charters? Where would we put them?
 - Need
 - Demand
 - Economics / Facilities / Space
 - politics
 - Sense of other geographies
 - Need
 - Demand
 - Economics
 - Politics

- Discussion of the tradeoffs for the organization of being geographically focused vs. spread (e.g. do we want to be working in three different counties? What does that mean for support staff?)
- What is the economic model:
 - for the support office?
 - What is the support office fee we think is appropriate? Why? Benchmarked against other organizations?
 - What revenue streams do we plan for?
 - What services are centralized at the support office vs. delivered locally? What is the staffing model for the SO at a bigger size (e.g. 5 schools)
 - For the schools?
 - What is our average cost per student and the key drivers of that?
 - What is the sustainable staffing model?
 - How big of an operating reserve do we want schools to have and generate on an ongoing basis?
 - What is the total “start-up costs” to opening a new school (including funding for any planning costs and the operating expense gap that often exists as a school grows to full enrollment)
- What is the five-year financial projection for the entire organization, including the support office, and individual schools?
- How many schools will we open in the next five years?
 - What is the backwards mapping on dropping charters?
 - What is the right pace?
- What is the greenlighting process and timing?
 - What is the process?
 - How does it link into our timeline for how long we need to successfully open a charter (e.g. when do we need to drop a charter to feel comfortable that we can open a school with success? 24th months? 18?)

Process

**Stakeholder Groups to include in the planning/input process:
board, staff, parents, students, community, funders/supporters**