



# Navigator Schools

## Board Meeting

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### Date and Time

Tuesday October 24, 2017 at 5:30 PM PDT

### Location

Gilroy Prep School, 277 IOOF Avenue, Gilroy, CA 95020

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### Teleconference Locations

- 881 Line Street, Suite 200, Hollister, CA 95023
- 1500 Epcot Resorts Blvd #3109, Orlando, FL 32830

### Teleconference (Zoom) Instructions

- Zoom Meeting ID: 951 680 656
- Dial by phone: 1 669 900 6833
- Join from PC, Mac, Linux, iOS or Android: <https://navigatorschools.zoom.us/j/951680656>

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### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>5:30 PM</b>
Opening Items			
<b>A. Call the Meeting to Order</b>		Caitrin Wright	1 m

	Purpose	Presenter	Time
<b>B.</b> Record Attendance and Guests		Caitrin Wright	2 m
<b>II. Closed Session</b>			<b>5:33 PM</b>
<b>A.</b> Public Announcement of Reasons for Closed Session	FYI	Caitrin Wright	2 m
<b>B.</b> Public Comments for Closed Session	FYI	Caitrin Wright	5 m
<b>C.</b> Closed Session, Public Employment, Chief Executive Officer	Discuss	Caitrin Wright	20 m
<b>III. Reconvene Open Session</b>			<b>6:00 PM</b>
<b>A.</b> Public Report of Action Taken in Closed Session	FYI	Caitrin Wright	1 m
<b>B.</b> Student SBAC Achievement Awards	FYI	Victoria Garcia	15 m
Victoria Garcia will present trophies to GPS and HPS students who earned perfect scores on 2017 SBAC assessments. Students with high levels of scale score growth will also be honored.			
<b>C.</b> Opening Remarks from the Chair	FYI	Caitrin Wright	5 m
<b>D.</b> Consent Agenda	Vote	Caitrin Wright	2 m
<b>E.</b> Public Comment on Items not Covered on the Regular Agenda	FYI	Caitrin Wright	5 m
<b>IV. CEO</b>			<b>6:28 PM</b>
<b>A.</b> SBAC Results Report	Discuss	James Dent	15 m
James Dent, Chief Academic Officer, will share a presentation of 2017 SBAC results and analysis.			
<b>B.</b> CEO Report	Discuss	Kevin Sved	10 m
<b>V. Finance</b>			<b>6:53 PM</b>
Finance			
<b>A.</b> Finance Committee Report	Discuss	Joyce Montgomery	10 m

	Purpose	Presenter	Time
<b>VI. Governance</b>			<b>7:03 PM</b>
Governance			
<b>A. Governance Committee Report</b>	Discuss	Caitrin Wright	10 m
<b>VII. Other Business</b>			<b>7:13 PM</b>
<b>A. Mission Statement</b>	Vote	Kevin Sved	10 m
Board will consider approving staff recommendation for a new Navigator Schools mission statement.			
<b>B. Charter Renewals</b>	Vote	Kirsten Carr	20 m
Board will consider approving submission of proposed charter renewal petitions.			
<b>C. Strategic Plan</b>	Vote	Kevin Sved, Andrew Bray	20 m
Board will consider approval of Navigator Schools strategic plan.			
<b>D. Greenlighting, Presentation &amp; Action</b>	Vote	Kirsten Carr	30 m
Board will consider approving staff recommendation to continue outreach in Watsonville with the goal of being prepared to submit a charter petition in March 2018.			
<b>E. Board On Track</b>	Discuss	Caitrin Wright, Sean Martin	10 m
Caitrin and Sean will present information on BoardOnTrack (BOT) online tools and utilization.			
<b>F. Possible Board Approval of Resolution Regarding Executive Compensation</b>	Vote	Caitrin Wright	5 m
<b>G. Possible Board Approval of Updated Employment Contract for Chief Executive Officer</b>	Vote	Caitrin Wright	5 m
<b>VIII. Closing Items</b>			<b>8:53 PM</b>
<b>A. Adjourn Meeting</b>	Vote	Caitrin Wright	5 m

# Coversheet

## Consent Agenda

**Section:** III. Reconvene Open Session  
**Item:** D. Consent Agenda  
**Purpose:** Vote  
**Submitted by:** Kevin Sved  
**Related Material:** Consent Agenda 2017\_10\_24.pdf

**BACKGROUND:**  
Policies and meeting minutes submitted for board approval.



Date: October 19, 2017

To: Board of Directors

From: Kevin Sved, CEO

Re: Recommendation to Approve Homeless and Attendance Policies

**Recommendation**

It is recommended that the Board approve policies for Attendance and Homeless Students.

**Background**

As fiscally independent charter schools, Gilroy Prep School and Hollister Prep School must comply with various state mandates. As such, the Director of Student Services in collaboration with site staff and the Support Office leadership team, drafted the proposed policy for attendance. The policy was developed in alignment with state truancy laws. The proposed homeless policy has been vetted by the California State Department liaison for homeless education to ensure compliance with the McKinney-Vento Homeless Assistance Act.

**Summary**

Board approval of the homeless policy and the attendance policy is requested.



## Attendance and Truancy Policy

Navigator Schools believes that prompt and regular attendance is essential to the learning process and is an important life and work skill. By choosing to attend Navigator Schools, students and families accept that regular attendance is part of the social contract that helps students succeed. California's compulsory education laws require children between six and eighteen years of age to attend school with a limited number of specified exceptions.

### Terms

<b>Tardy</b>	Students who arrive to school after the scheduled start time but less than thirty thirty minutes late are tardy. Excessive tardies will generate a consequence.
<b>Late</b>	Students who arrive to school more than thirty minutes after the scheduled start time are late.
<b>Excused absence</b>	<p>An absence is excused when a student who is absent from school provides an approved excuse to the attendance office within forty-eight hours of the student's return to school. Approved excuses are:</p> <ul style="list-style-type: none"> <li>• Student illness</li> <li>• Quarantine of student under the direction of county or city health officer</li> <li>• Medical, eye, or dental appointments</li> <li>• Attending funeral services of immediate family members</li> <li>• Observance of religious holiday</li> </ul> <p>Extended absences (more than five days) require verification by a school official or physician.</p>
<b>Unexcused absences</b>	An absence is unexcused when a student who is absent or late from school without an approved excuse communicated to the attendance office within forty-eight hours of the student's return to school. This definition applies to family-approved vacations.
<b>Legally truant</b>	Legally truant is defined as any pupil subject to full-time education who misses more than thirty minutes of instruction (three combined occurrences of unexcused absences or lates) without a valid excuse three or more times in one school year.



<b>Habitual truant</b>	An habitual truant is any pupil subject to full-time education who is absent or late from school without a valid excuse six or more times in one school year. Six combined occurrences of unexcused absences and/or lates will result in a student being classified as an habitual truant.
<b>Early-out</b>	An early-out is when a student departs from school with a parent/guardian prior to the official end of the school day. Excused early-outs apply to medical and dental appointments. Other reasons are not excused. These instances are not part of the normal attendance calculations but can be used to further identify attendance issues for a student. Excessive early-outs will generate a consequence. Medical and dental excuses may require verification by a school official.
<b>Note:</b> Occurrences are combined unexcused absences and lates. For example, a student with one absence and two lates is legally truant. A student with four absences and two lates is an habitual truant.	

## Policy

Attendance is taken every morning at the start of the school day. Students who are not in class at that time will be marked absent. Students who arrive after assembly in the morning must first visit the office and receive a hall pass to enter class. Students without a valid hall pass will not be admitted to class. Students who arrive between one and twenty-nine minutes after the scheduled start of class will be marked tardy. Students who are more than thirty minutes late will be marked late. Early-outs from school are recorded in a student's permanent attendance record as excused or unexcused.

Once a student is classified as legally truant (three occurrences) a *Notification of Truancy* (Letter 1) and a copy of the *Attendance and Truancy Policy* are mailed to notify parent/guardian of the student's status [Figure 1].

## Student Attendance Review Board (SARB)

An habitually truant pupil (six occurrences) will trigger the Student Attendance Review Board (SARB) process which includes steps listed in the table below.



6 <sup>th</sup> Occurrence	Letter 2 [Figure 3]	An <i>Habitual Truancy</i> letter and a brochure with suggestions to improve student attendance Are sent home to parent/guardian.
7 <sup>th</sup> Occurrence	Letter 3 [Figure 4]	<ul style="list-style-type: none"> <li>• <i>Third Notice of Truancy</i> letter is sent home.</li> <li>• A parent/guardian conference with the school administrator is scheduled at which time the SARB process is explained by the administrator.</li> <li>• Student and parent/guardian receive a brochure about attendance and sign a notice verifying understanding of the <i>Attendance and Truancy Policy</i> and expectations.</li> </ul>
8 <sup>th</sup> Occurrence	Letter 4 [Figure 5]	<ul style="list-style-type: none"> <li>• <i>Fourth Notification of Truancy</i> is sent home. The School Resource Office may schedule a home visit and/or contact the Office of the District Attorney.</li> </ul>
<p>Beyond eight occurrences in one year</p> <ul style="list-style-type: none"> <li>• A second parent/guardian conference is scheduled. An intervention form with attendance resources is presented to parent/guardian and a student-parent-school agreement is developed and signed. This agreement may include evening parenting classes, a mandatory after-school program, and/or Saturday School attendance to make-up missed work.</li> <li>• <b>If unexcused absences continue, legal action may be taken against the parent/guardian. Enrollment at the school may be jeopardized.</b> The case is referred to the Director of Student Services for review. If legal action is approved, the director will refer the case to the Office of the District Attorney.</li> </ul>		

### Early-Out and/or Excessive Tardies

A student who is picked up from school prior to the release of school will only be excused for reasons listed in the definition of excused absences (see above). All other reasons will be marked as unexcused. These occurrences are not added to the calculation of attendance, but they are tracked for review by the school administrator. Excessive early-outs and/or tardies (a combination of ten or more) are discouraged and detract from a student's overall attendance performance. After determining that the excessive early outs and/or tardies are affecting



academic progress, the school administrator will hold a parent conference and discuss consequences and solutions.

### Office Staff Responsibilities

The school office staff generates a weekly *Top Truancy Offenders Report* in Illuminate. Letters will be sent to families per the *Attendance and Truancy Policy*. The office staff will contact teachers to identify students with excessive early-outs, tardies, and absences. Meetings with parent/guardian regarding student truancy will be initiated by the school administrator and these meetings will include the student's classroom teacher.

## Navigator Schools Policy

### **Education For Homeless Children**

The Governing Board desires to ensure that homeless students have access to the same free and appropriate public education provided to other students within the district. The charter school shall provide homeless students with access to education and other services necessary for these students to meet the same challenging academic standards as other students.

Homeless students shall not be segregated into a separate program based on their status as homeless and shall not be stigmatized in any way.

(cf. 3553- Free and Reduced Price Meals)

The CEO or designee shall ensure that placement decisions for a homeless student are based on the student's best interest as defined by law and administrative regulation.

(cf. 5111.13 Residency for Homeless Children)

### Transportation

The Charter School shall provide transportation for a homeless student to and from school when the student is residing within the boundaries of the sponsoring district and the parent/guardian requests that such transportation be provided. If the student moves outside of district boundaries but continues to attend the charter school, the CEO or designee shall consult with the superintendent of the district in which the student is now residing to agree up a method to apportion the responsibility and costs of the transportation. (42 USC 11432)

(cf. 3250- Transportation Fees)

(cf. 3541- Transportation Routes and Services)

Legal Reference:

### EDUCATION CODE

1980-1986 County community schools

2558.2 Use of revenue limits to determine average daily attendance of homeless children

39807.5 Payment of transportation costs by parents

UNITED STATES CODE, Title 42

11431-11435 McKinney-Vento Homeless Assistance Act

Management Resources:

US DEPARTMENT OF EDUCATION GUIDANCE

Education for Homeless Children and Youth Program, Non-Regulatory Guidance,  
July 2004

WEB SITES

California Department of Education, Homeless Children and Youth Education:  
<http://www.cde.ca.gov/sp/hs/cy>

National Center for Homeless Education at SERVE: <http://www.serve.org/nche>

National Law Center on Homelessness and Poverty: <http://www.nlchp.org>

U.S. Department of Education: <http://www.ed.gov/programs/homeless/index.html>

Policy NAVIGATOR SCHOOLS

Adopted: \_\_\_\_\_



## Minutes

### Regular Meeting of the Board of Directors

Tuesday, June 13, 2017 6:00PM

Hollister Prep School

881 Line Street, Hollister, CA

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

#### I. Procedural Items

##### Item

- A. 6:00 pm **Call to Order, Attendance & Opening Remarks**  
*Caitrin Wright, Chair*
- School of Distinction Awards to GPS & HPS
  - No public comment cards
- B. 6:05 pm **Consent Agenda**
1. **May meeting minutes**
    - John Glover moved, Alicia Gallegos-Fambrini 2nd, all approved
  2. **Employment agreements**
  3. **Wellness Plan**
- Caitrin Wright, Chair*
- C. 6:10 pm **Public Comment on items not covered on the regular agenda**  
*Caitrin Wright, Chair*  
 No Public Comments were shared.

#### II. Presentations, Discussion & Action Items

##### Item

- D. 6:20 pm **CEO report**  
*Kevin Sved*
- one year anniversary...a year of adventure
  - submit applications for Prop 51
  - great work that James and team have been doing since CCSA...building trust
  - Clayton Christiansen Institute out to take video footage of our classrooms
  - Director updates:
    - Kirsten Carr: playing a lead role in getting input/feedback for LCAP
    - Sharon Waller: working on many projects, Boys and Girls Club project will jump start next year
    - Ben Moeller: tightening up our work calendars (site, different roles, SO)
      - Caitrin asked about future calendars...budget, evaluation
    - Melissa Alatorre Alnas: job descriptions created and posted (Special Projects and Community Engagement...pending Board approval)
- E. 6:35 pm **Finance**
1. Financial update  
*Bryan Adams*
    - 2016-17: coming in well within budget
  2. Approval of Local Control Accountability Plans (2017-18)
    - Gilroy Prep School
    - Hollister Prep School

*Kevin Sved*

    - connected goal statements to our Board priorities and Navigator 5 Compass Points
    - Culture of Excellence, Data Driven Instruction, Consistent Coaching, Equitable Access to Curriculum (MTSS...Equity...Inclusive), Cutting Edge Instructional Technology

- Questions:
  - (J. Glover) Is anything different than what we would have turned in if we did not have parent input?
  - (J. Montgomery) What does 'Highly Appropriate Credentialed Teacher'?
    - will take out 'highly'
  - (J. Montgomery) Start LCAP work earlier next year?
    - Yes
  - (C. Wright) How does LCAP align to Charter petitions/renewals?
- Motion to approve GPS LCAP, Caitrin Wright moved, John Glover 2nd, all in favor
  - Discussion: Alicia Gallegos-Fabrini
- Motion to approve HPS LCAP, Caitrin Wright, moved, Nora Crivello 2nd, all in favor

### 3. Approval of 2017-2018 Budget

*Joyce Montgomery, Treasurer, Bryan Adams*

- Questions:
  - (J. Montgomery) One-time funding deferred...other changes at state level...What is delta for organization?
- Motion to approve, John Glover, 2nd Alicia Gallegos-Fambrini, all in favor

F. 7:20 pm

### **Navigator Schools Strategic Plan Update**

*Kevin Sved & Andrew Bray*

- Andrew Bray: Background and timeline review
- Questions:
  - (Caitrin Wright) Generally, how are we feeling about this?
    - inspiring, motivating
  - (Alicia Gallegos-Fambrini) Road map is so helpful, super enthusiastic and feeling positive. Biggest risks: The talent piece, facilities are both huge. Making sure we are serving low-income communities: need to be very deliberate and purposeful about the work that we are doing around recruitment and trust-building in the communities that we want to serve.
  - (John Glover) This is a display of thoughtfulness and maturity...existing in partnership with boundless enthusiasm and optimism. Biggest risk: Systems and practices and ways of thinking that have caused us to be successful up to this point...will be different in schools 3, 4, and 5. Most excited about the 'big old chunk of land'...potential to make a huge impact.
  - (J.P. Anderson) Two hats: that of a parent...excitement...nervous. As a Board member...we have learned from our mistakes...a lot of people spending a lot of time, thoughtful work...ready now. Biggest risk: (Parent) Will it take away from our existing schools? (Board) Always going to be risks...but there has been so much thought put into it...we are going to 'get there' no matter what.
  - (Nora Crivello) Every once in a while, you realize why this school is different...ABSOLUTELY about the kids. The thought of having that authentic mission spread to other communities is amazing. Biggest risk: talent, maintaining culture, philanthropic aspect. Overall, an achievable amount of work for an extremely good cause
  - (Joyce Montgomery) Pleased overall, skeptical at first. In awe of the heavy lift that all did to get us where we are now. Biggest risk: facilities, finance, state economic risk...may delay us but will not dissuade us. Stars are aligning for Navigator! Results, team...start building a name for ourselves. Ready to execute!
- Andrew Bray: What is next in the process? Between now and the September Board meeting...
  - work over summer months
- Kevin Sved: Mission/Values update
  - Board input (words that come to mind):
  - community //

- family
- joy
- commitment//
- excellence ///
- citizenship
- forward-thinking
- grit
- collaboration
- relentless
- caring
- persistence
- possibility
- ganas
- connected
- dedication
- continuous improvement
- determination
- innovation
- perseverance

G. 8:20 pm **Governance**

1. Board Priorities
  - Caitrin Wright, update
    - How do we feel about living within the broader structure of our current priorities?
    - To what do we want to hold ourselves accountable?
  - Potential Board member update
2. Board Retreat Update
  - Still looking for a location
3. Election of officers for 2017-18
  - must elect every year
  - Motion to approve Alicia as Secretary: John Glover moved, 2nd JP Anderson, all in favor
  - Motion to approve Joyce as Treasurer: Nora Crivello moved, 2nd Alicia Gallegos-Fambrini, all in favor
  - Motion to approve Caitrin as Board Chair: JP Anderson moved, 2nd Joyce Montgomery all in favor

**Close of Open Session**

- H. 8:02 pm **Closed Session --Public Employment – CEO Evaluation**
- Caitrin announced commencement of closed session at 8:02

**Open Session Reconvened**

- I. 8:56 **Open Session Reconvened**
- Caitrin reconvened open session at 8:56. No action was taken during closed session.
- J. 8:57pm **Adjourn**
- John Glover motioned to adjourn, second by Nora Crivello, all in favor

## MINUTES

Board of Directors Retreat  
Thursday, August 17, 2017  
10:00 am to 4:00 pm  
St. Francis Retreat Center  
549 Mission Vineyard Road  
San Juan Bautista, CA 95045

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

### I. Procedural Items

<u>Item</u>	<u>Objective</u>
<p>A. 10:08 am <b>Call to Order, Attendance and Opening Remarks</b> Caitrin Wright, Chair</p> <p>Meeting called to order by Caitrin Wright</p> <ul style="list-style-type: none"> <li>○ Board members present: JP Anderson, Nora Crivello, John Glover, Joyce Montgomery, Caitrin Wright</li> <li>○ Board member absent: Alicia Gallegos-Fambrini</li> <li>○ Staff and guests present: Melissa Alatorre Alnas, Andrew Bray, Kirsten Carr, James Dent, Victoria Garcia, Sean Martin, Heather Parsons, Kevin Sved, Sharon Waller</li> </ul> <p>Motion to change the agenda by Caitrin Wright</p> <ul style="list-style-type: none"> <li>○ Move compensation review (comparables) to September meeting; remove agenda items J, K, and L; agenda item O shifted to lunch time <ul style="list-style-type: none"> <li>▪ Motion carried</li> </ul> </li> </ul>	Discussion
<p>B. 10:18 am <b>Public Comment on Items not Covered on the Regular Agenda</b> Caitrin Wright</p> <p>No public comment was requested.</p>	Discussion

### II. Presentations, Discussion & Action Items

<u>Item</u>	<u>Objective</u>
<p>C. 10:19 am <b>Framing the Day</b> Andrew Bray, Facilitator</p> <p>The board participated in an ice-breaker exercise.</p>	Discussion
<p>D. 10:53 am <b>Board Self-Assessment Discussion</b> Andrew Bray</p> <p>The board discussed the results of McKinsey Non-Profit Board Self-Assessment survey.</p>	Discussion
<p>E. 11:25 pm <b>Mission and Core Values</b> Caitrin Wright, Kevin Sved, CEO</p> <p>The board reviewed mission and core values work submitted by staff. The board was in general agreement regarding the mission and values. Staff will revise and submit for board review and approval.</p>	Discussion
<p>F. 12:16 pm <b>Lunch</b></p>	
<p>G. 1:26 <b>Board Review of Comparable Compensation Data for Charter School Executive Directors, CEOs, and Superintendents</b></p> <p>Deferred to September board meeting</p>	Discussion
<p>H. 1:26 <b>Public Announcement of Reasons for Closed Session</b> Caitrin Wright</p>	
<p>I. 1:30 PM <b>Closed Session, Public Employment: Chief Executive Officer</b> Caitrin Wright</p>	Discussion

- |    |         |   |            |
|----|---------|---|------------|
| J. |         | <b>Open Session</b><br><i>Caitrin Wright</i><br>This item was deferred to the September board meeting.  |            |
| K. |         | <b>Public Report of Action Taken in Closed Session and Vote or Abstention of Each Board Member</b><br><i>Caitrin Wright</i><br>This item was deferred to the September board meeting.   |            |
| L. |         | <b>Possible Board Approval of Resolution Regarding Executive Compensation</b><br><i>Caitrin Wright</i><br>This item was deferred to the September board meeting.  | Action     |
| M  |         | <b>Possible Board Approval of Updated Employment Contract for Chief Executive Officer</b><br><i>Caitrin Wright</i><br>This item was deferred to the September board meeting.  | Action     |
| N. | 2:42 pm | <b>Board Role and Goals</b><br><i>Andrew Bray</i><br>The board reviewed staff survey results regarding board roles and expectations. The board discussed direction of responsibilities for board and staff with the understanding that this is an ongoing discussion. | Discussion |
| O. |         | <b>Team Building Activity</b><br><i>Andrew Bray &amp; Caitrin Wright</i><br>This became an informal activity, and it was incorporated into lunch time.  | Discussion |

### III. Close of Meeting

- |    | <u>Item</u>   | <u>Objective</u> |
|----|---|------------------|
| P. | 3:58 pm<br><b>Wrap-up and Next Steps</b><br><i>Kevin Sved</i><br>The board will continue these discussions at the September board meeting.    | Discussion       |
| Q. | 4:03 pm<br><b>Meeting Closure &amp; Adjournment</b><br><i>Caitrin Wright</i><br>The board retreat was adjourned by Caitrin Wright at 4:03 pm. | Action           |

# Coversheet

## SBAC Results Report

**Section:** IV. CEO  
**Item:** A. SBAC Results Report  
**Purpose:** Discuss  
**Submitted by:** James Dent  
**Related Material:** 2017 SBAC Results Report.pdf

**BACKGROUND:**  
This is a review of SBAC results for Navigator Schools.

# Navigator Schools 2017 SBAC Results

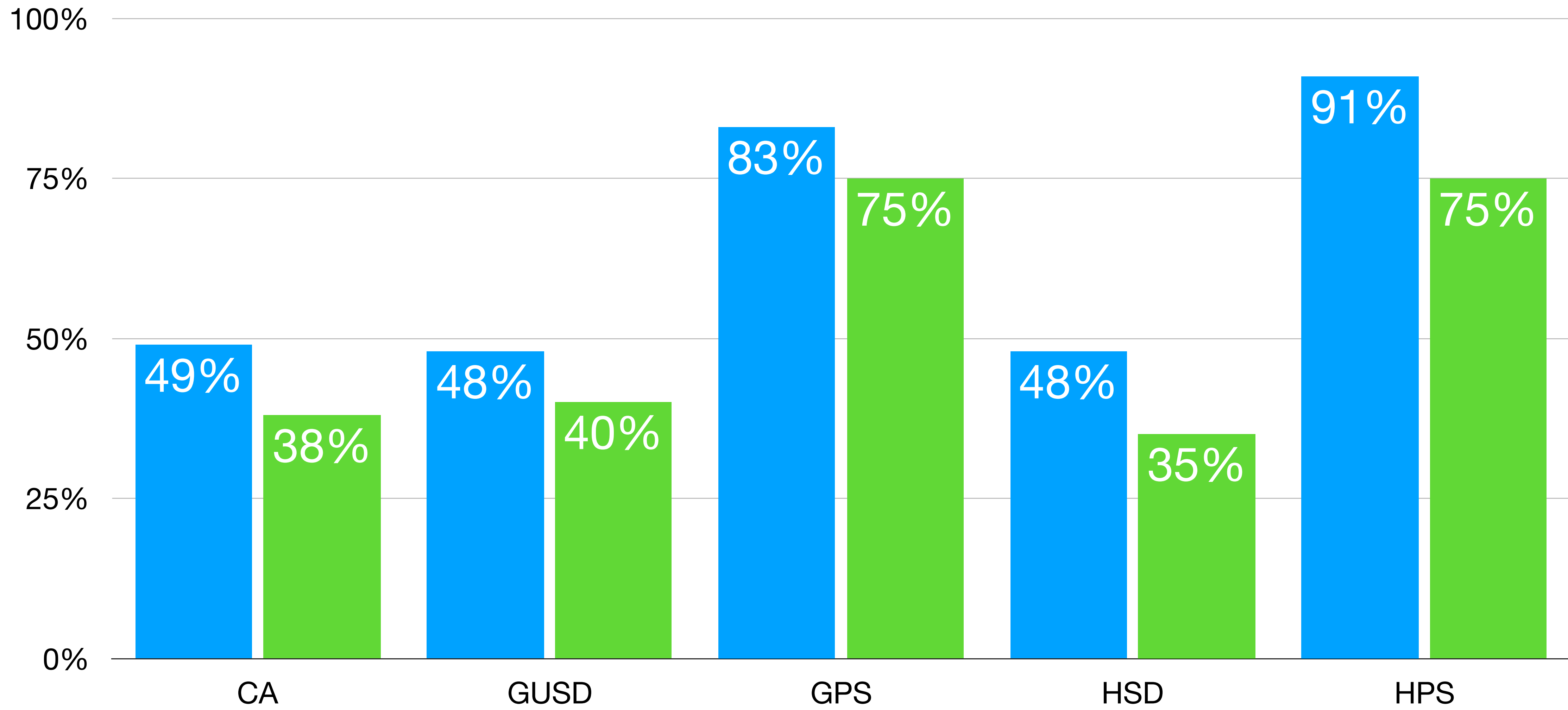


# Navigator Students Continue to Improve!

- NS grew from 75% of students achieving proficiency across Math & Reading in 2016 to 80% in 2017! Statewide, scores remained flat.
- GPS math grew from 67% to 75%. Implementing math innovations piloted at HPS in 2016 was key!
- Middle School Scores at GPS were 82% in ELA and 74% in math. This year's Grade 7 cohort increased math proficiency levels by 10% from 2016 to 2017.
- Proficiency levels rose across key subgroups -- as high as 11% for the key Hispanic/Latino subgroup in Mathematics.

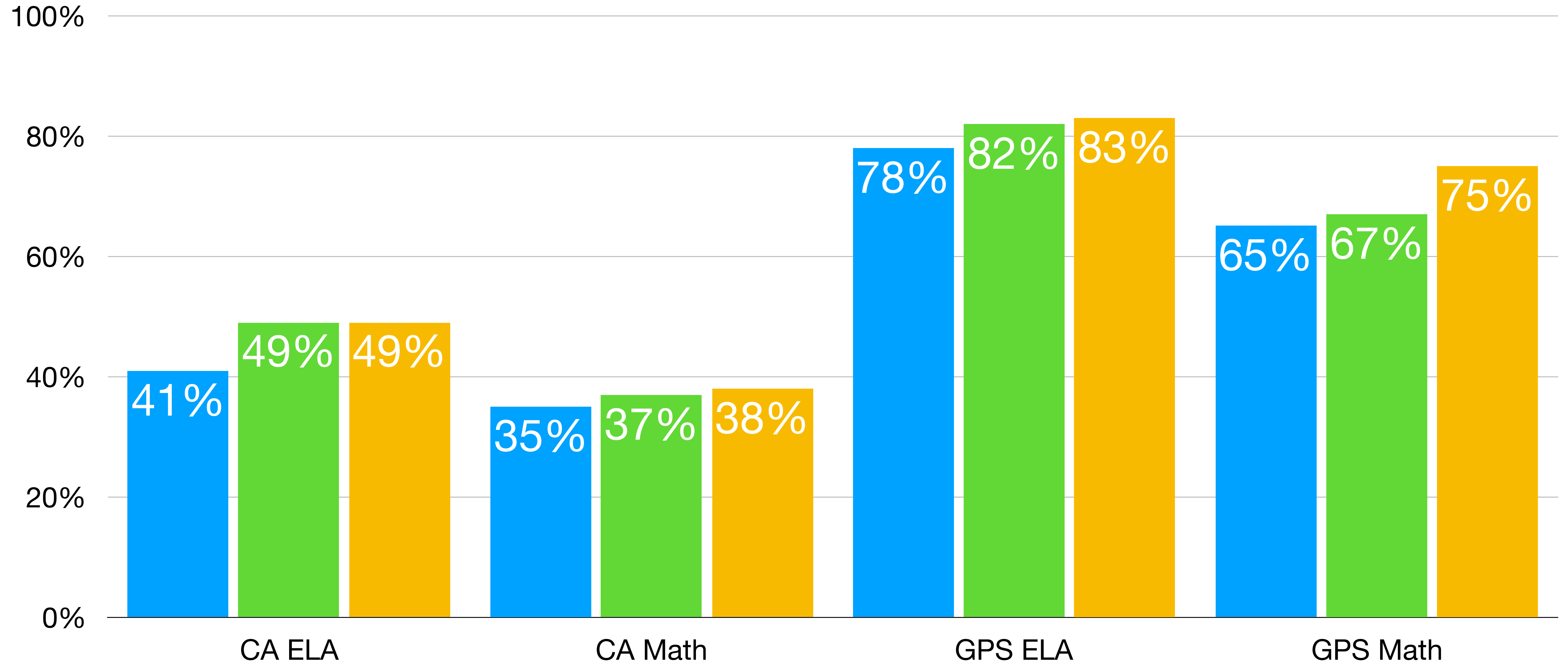
# 2017 SBAC Proficiency Rates

All Students: Proficiency Level 3 (L3 Met Standard) + Proficiency Level 4 (L4 Exceeded Standard)



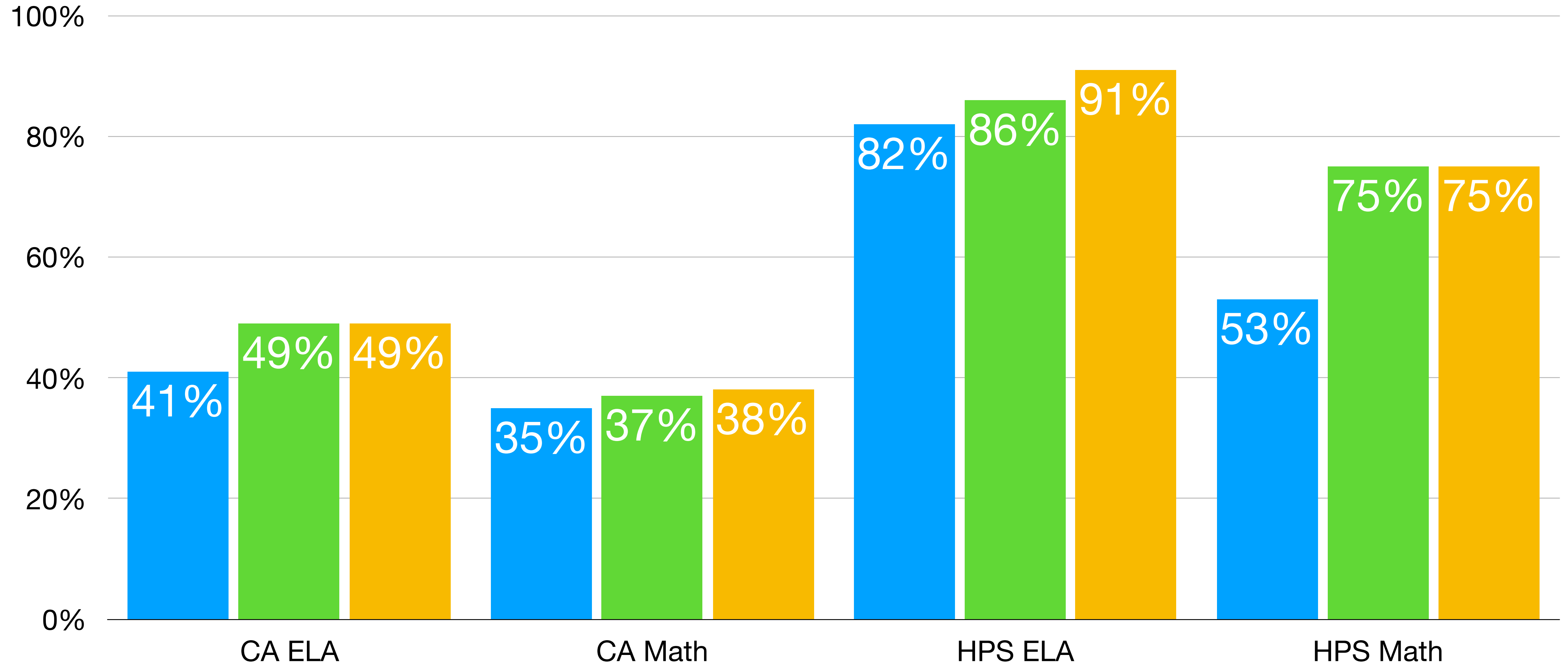
# 2015-17 Gilroy Prep SBAC Proficiency Growth

All Students (L3 and L4)



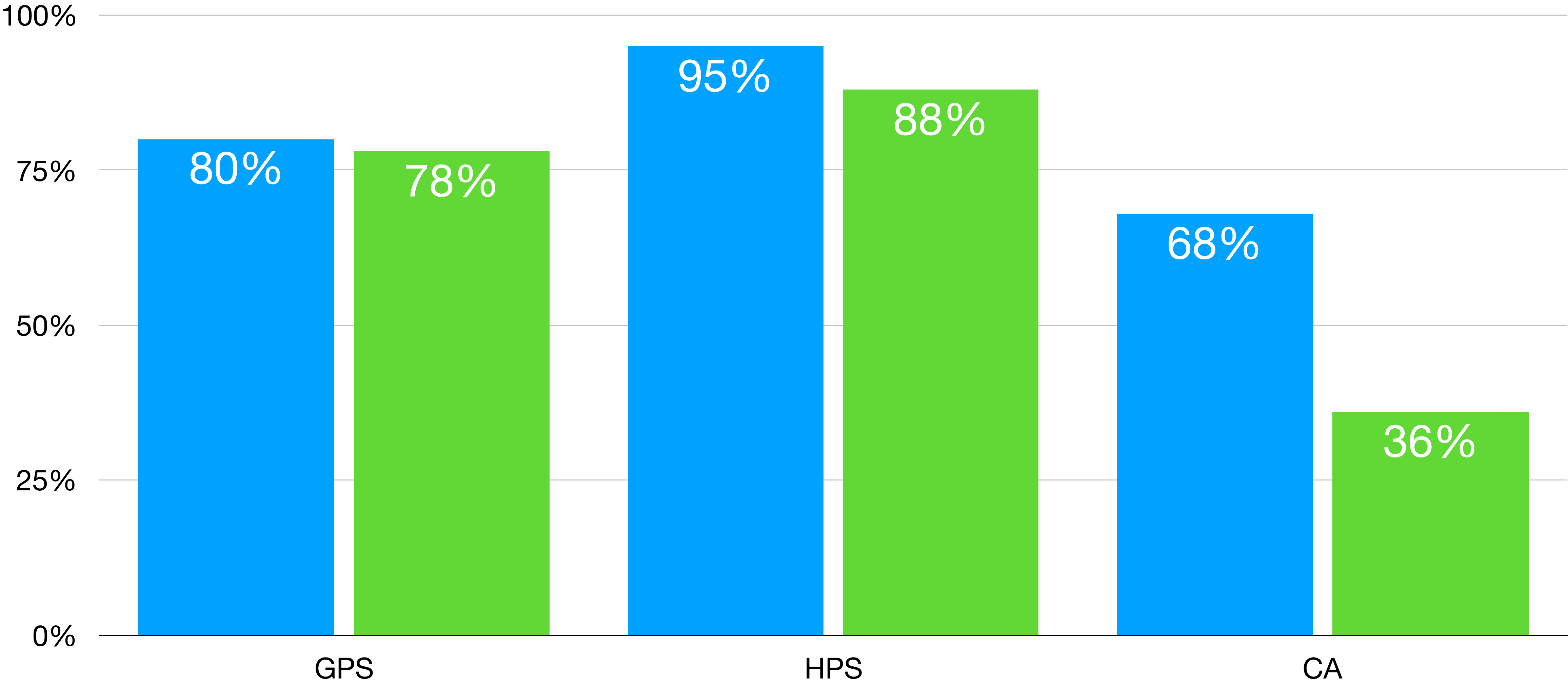
# 2015-17 Hollister Prep SBAC Proficiency Growth

All Students (L3 and L4)



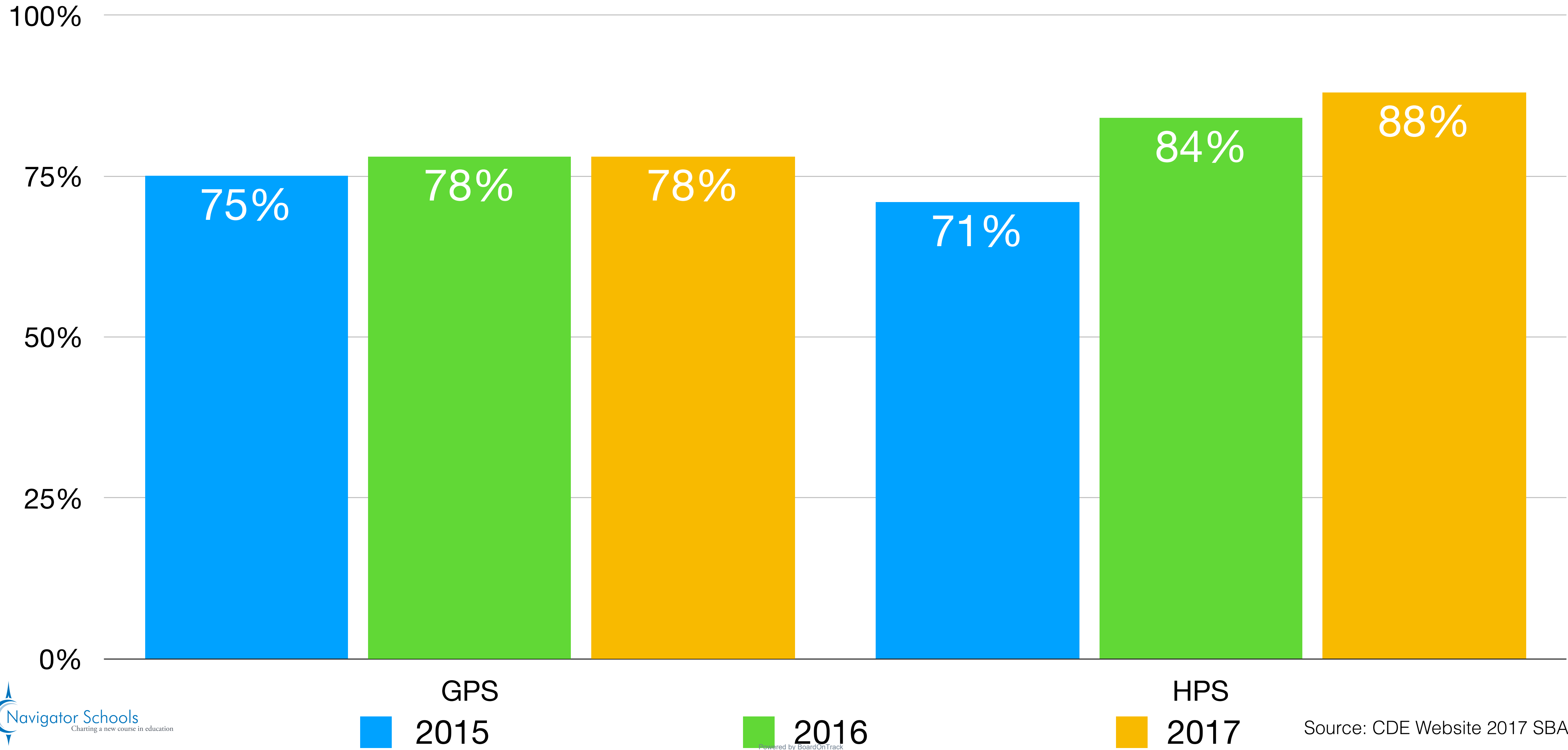
# 2017 SBAC Economic Status Achievement Gap

## English Language Arts (L3 and L4)



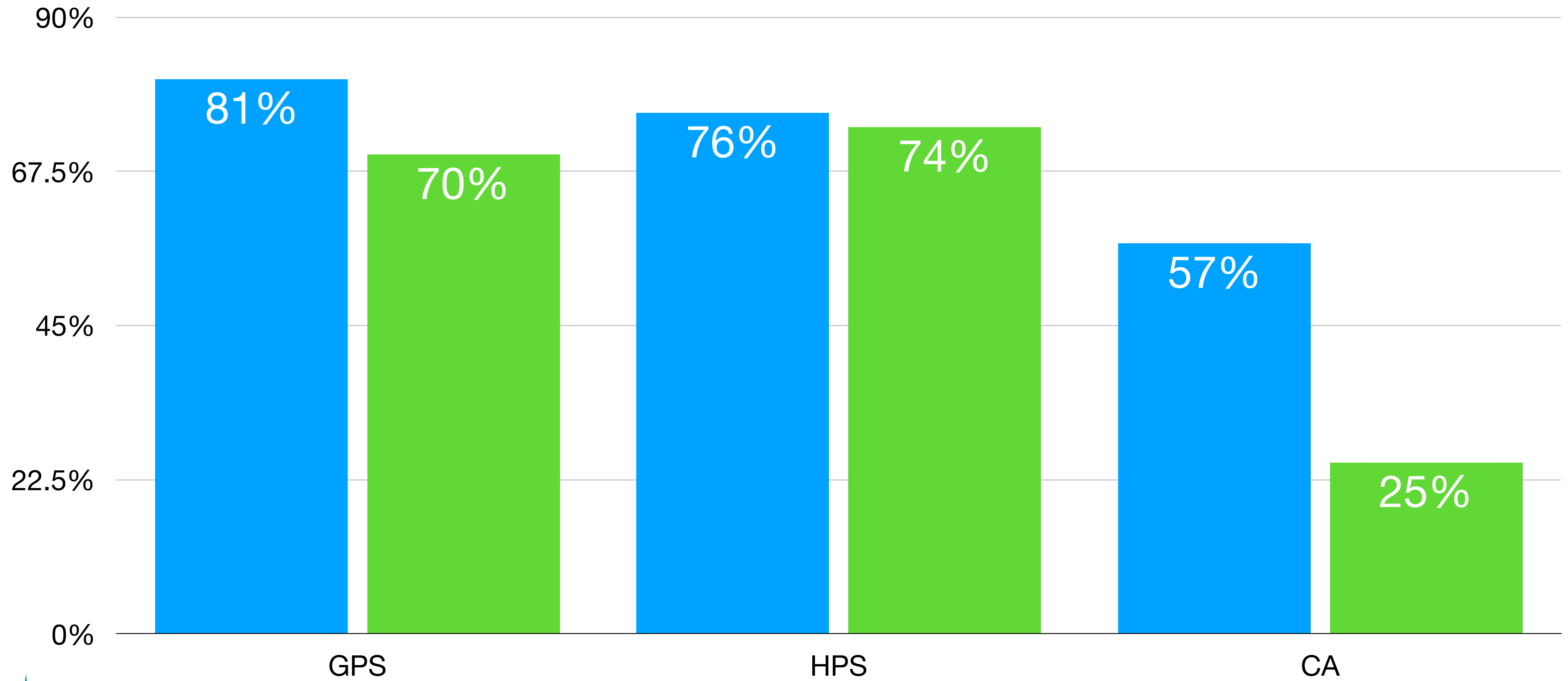
# 2015-17 SBAC Proficiency Growth

## English Language Arts: Economically Disadvantaged (L3 and L4)



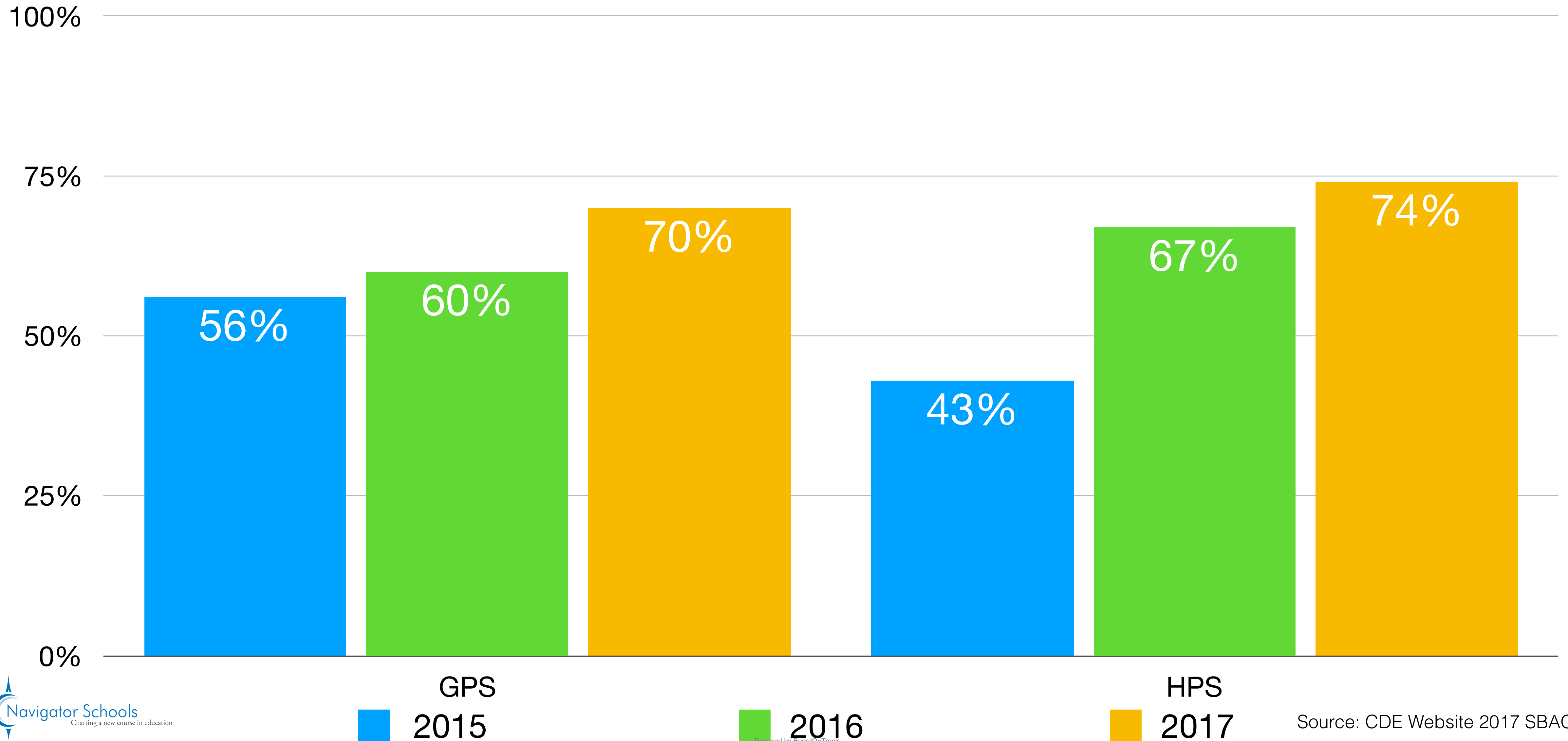
# 2017 SBAC Economic Status Achievement Gap

## Math (L3 and L4)



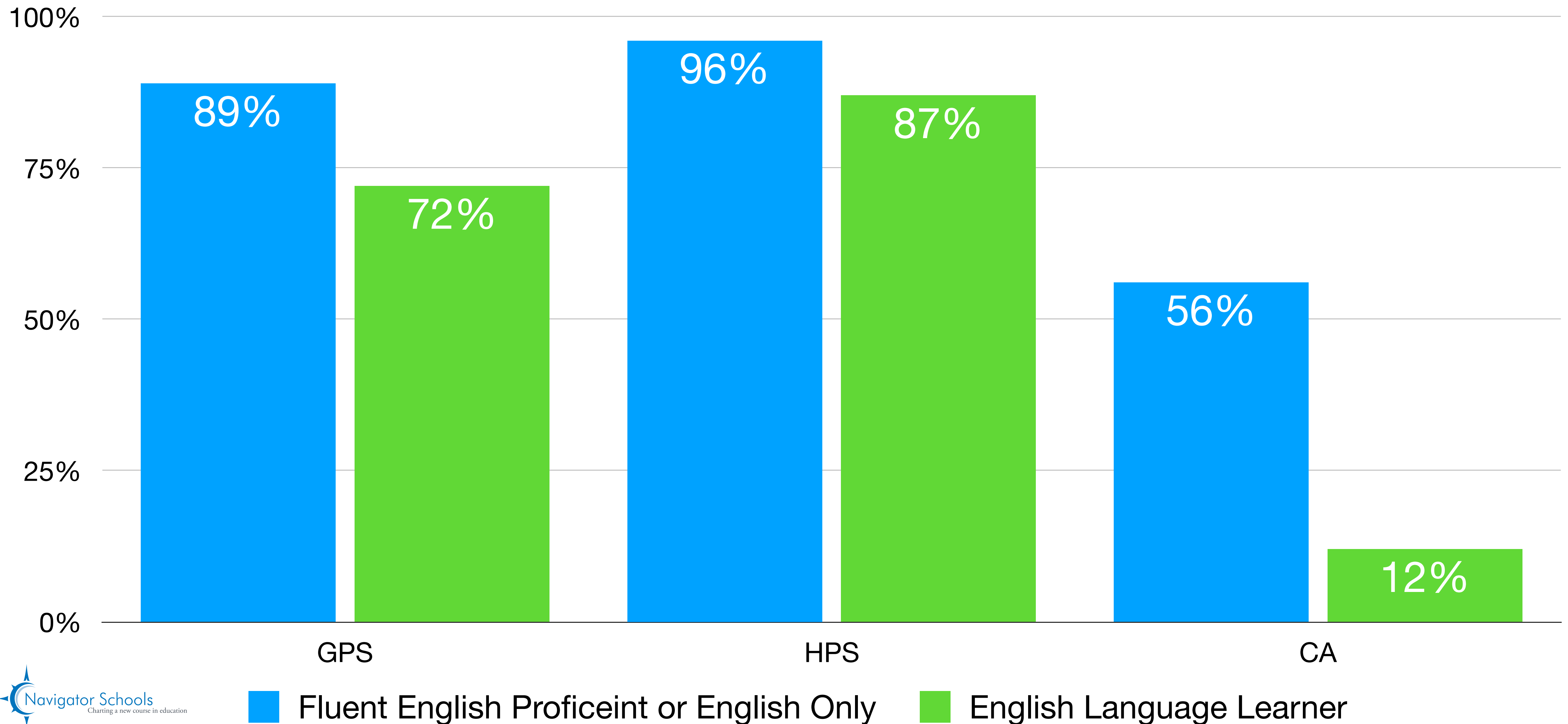
# 2015-17 SBAC Proficiency Growth

Math: Economically Disadvantaged (L3 and L4)



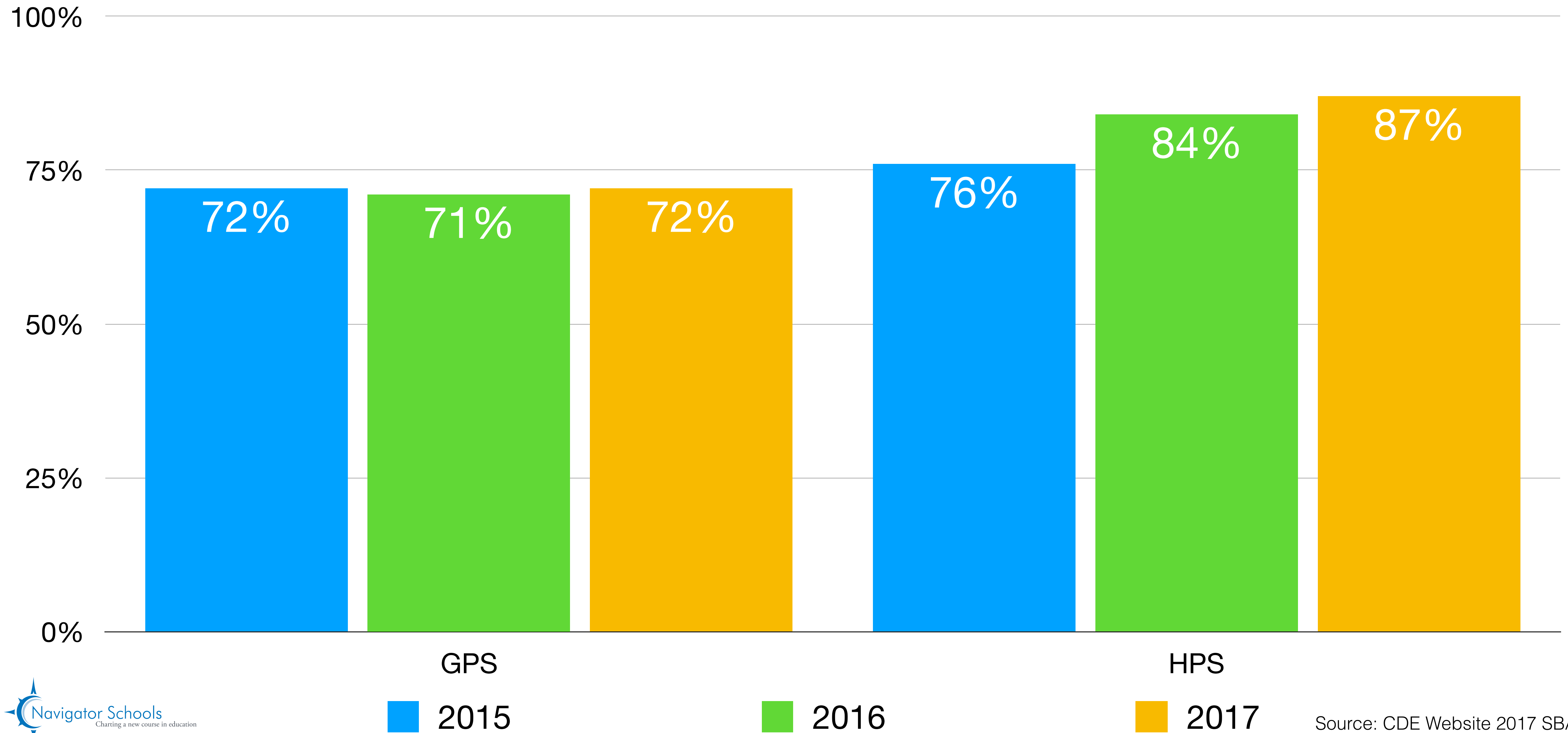
# 2017 SBAC English Language Fluency Achievement Gap

English Language Arts (L3 and L4)



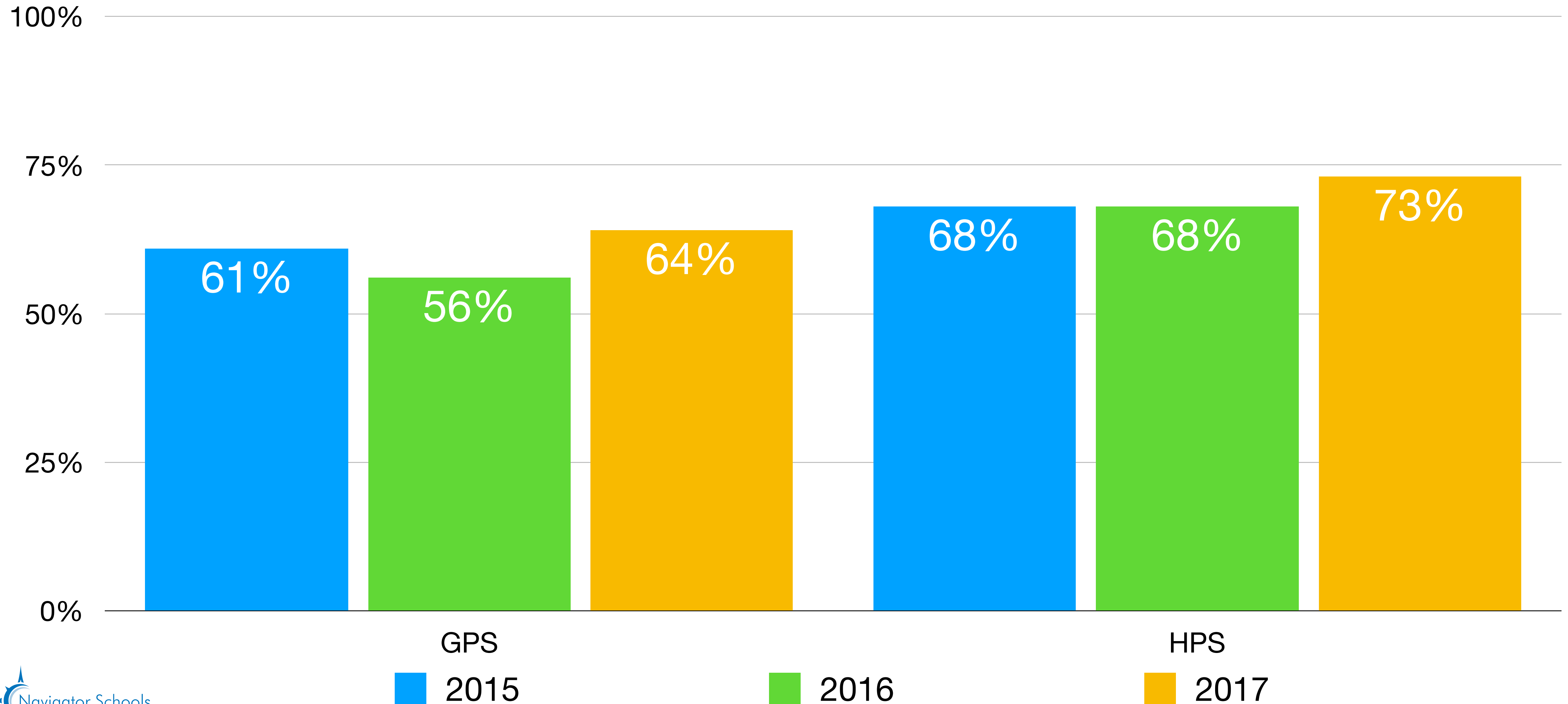
# 2015-17 SBAC Proficiency Growth

English Language Arts: English Language Learners (L3 and L4)



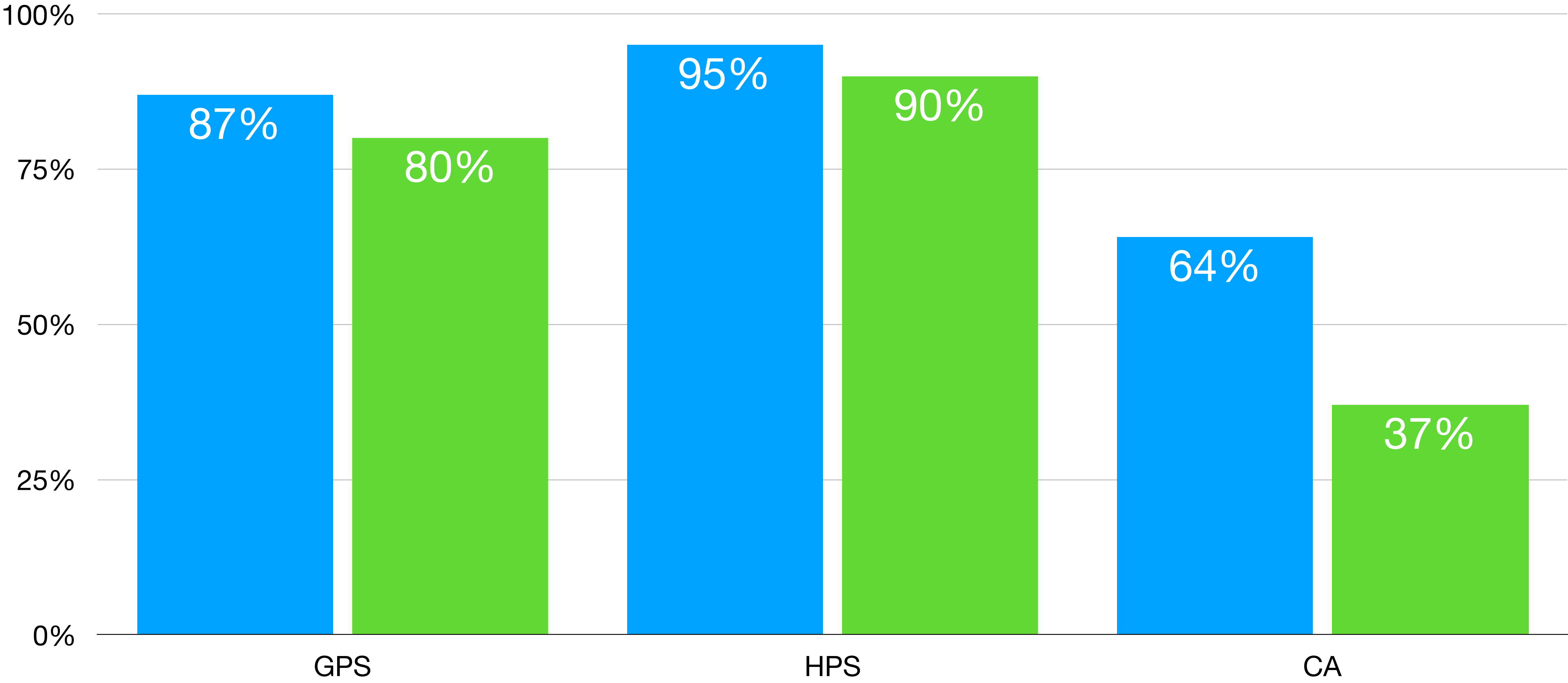
# 2015-17 SBAC Proficiency Growth

Math: English Language Learners (L3 and L4)



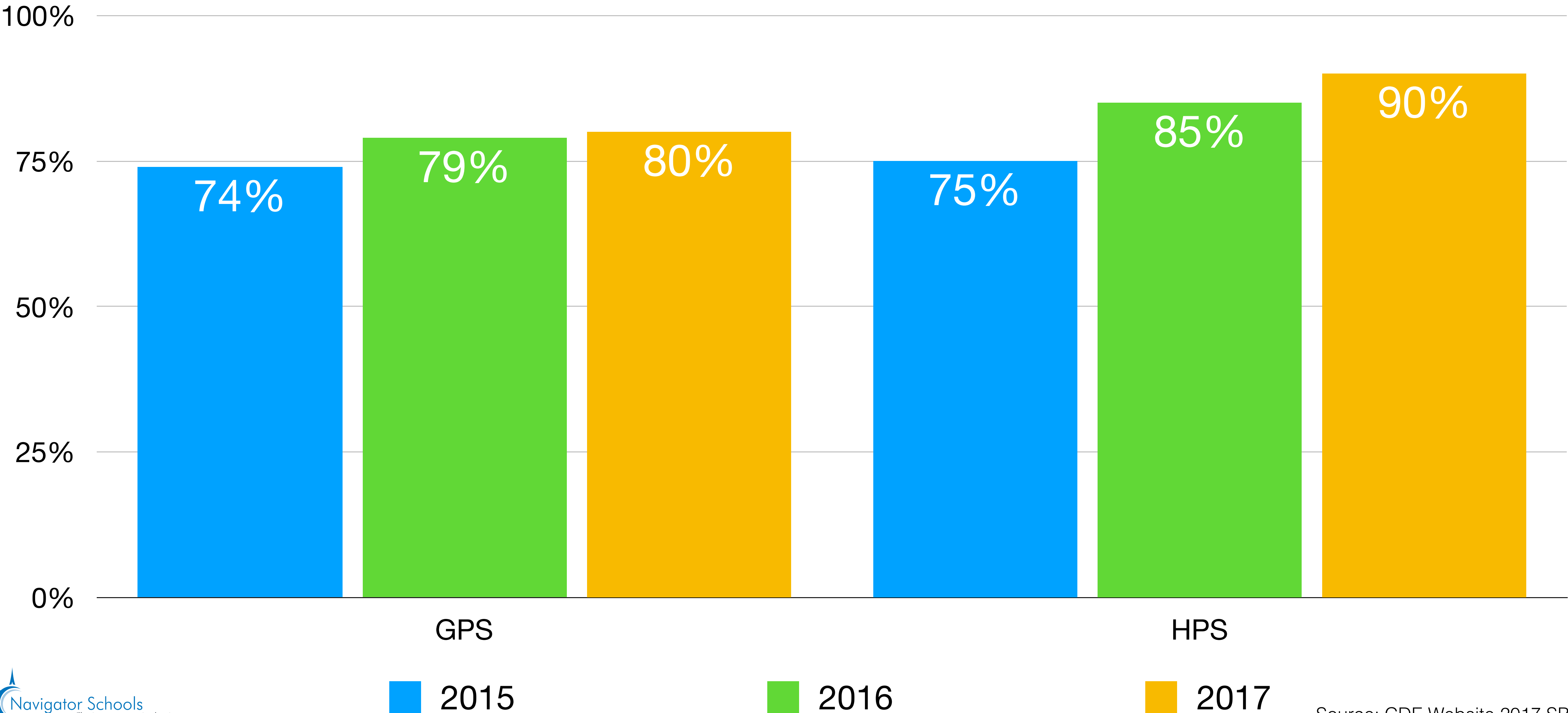
# 2017 SBAC Ethnicity Achievement Gap

## English Language Arts (L3 and L4)



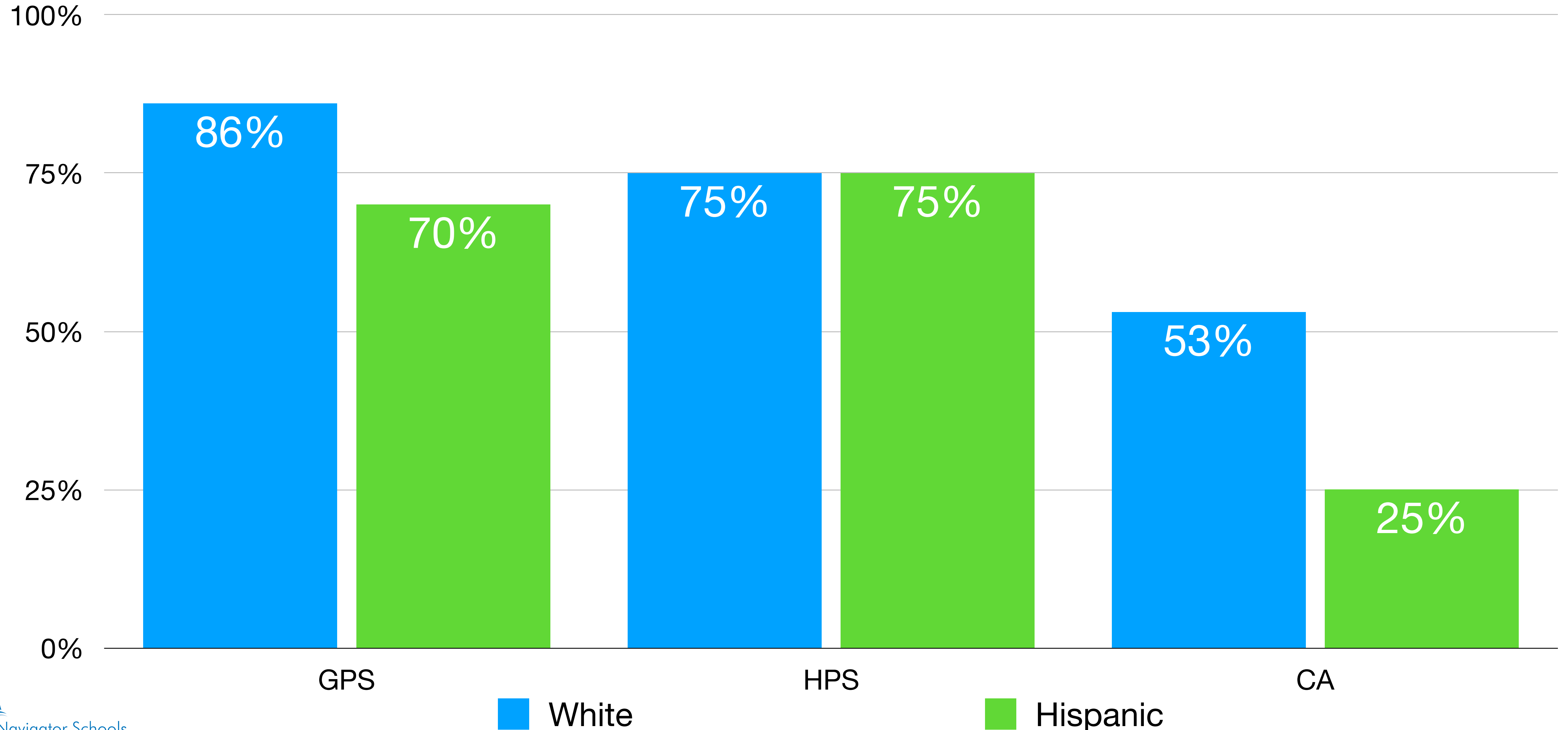
# 2015-17 SBAC Proficiency Growth

## English Language Arts: Hispanic/Latino (L3 and L4)



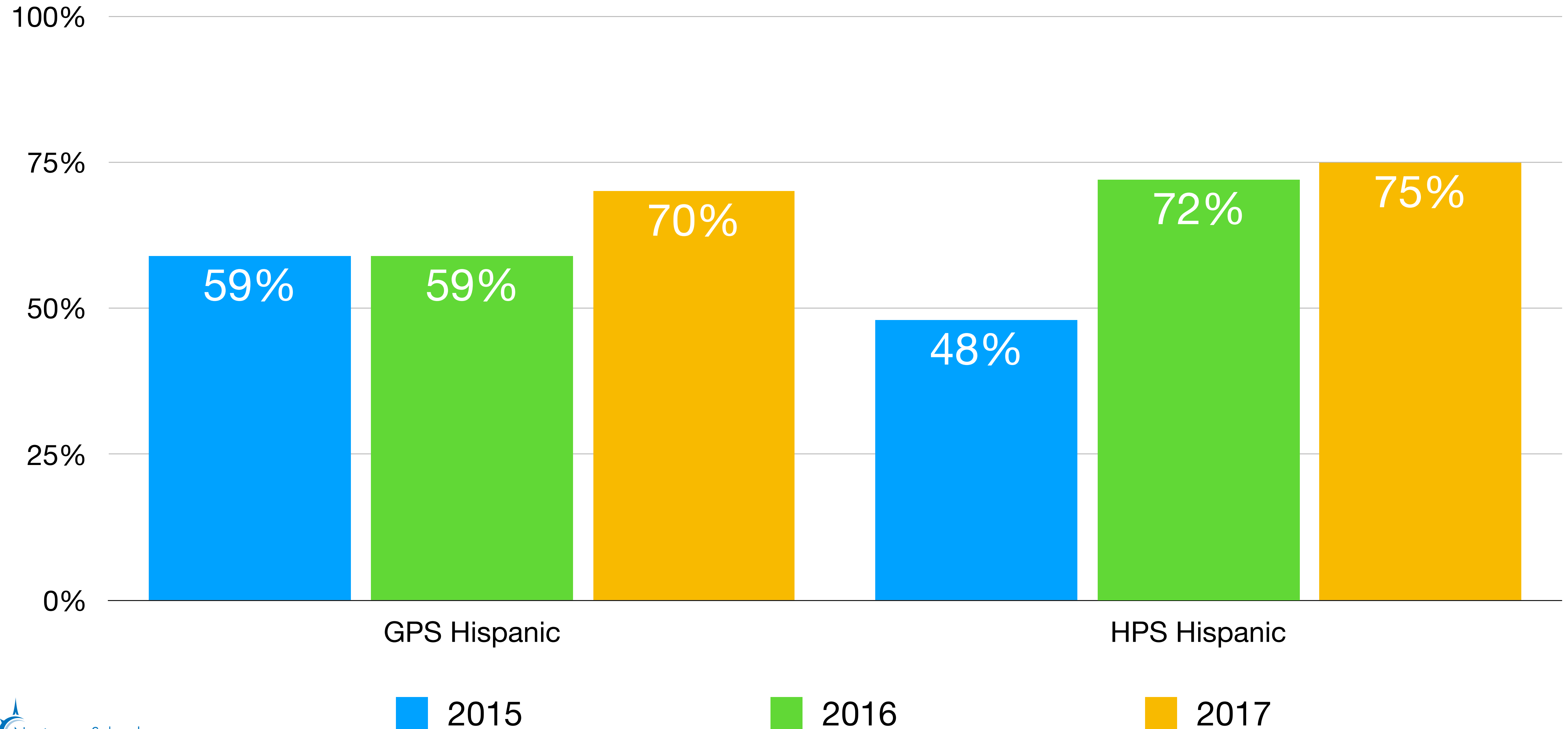
# 2017 SBAC Ethnicity Achievement Gap

## Math (L3 and L4)



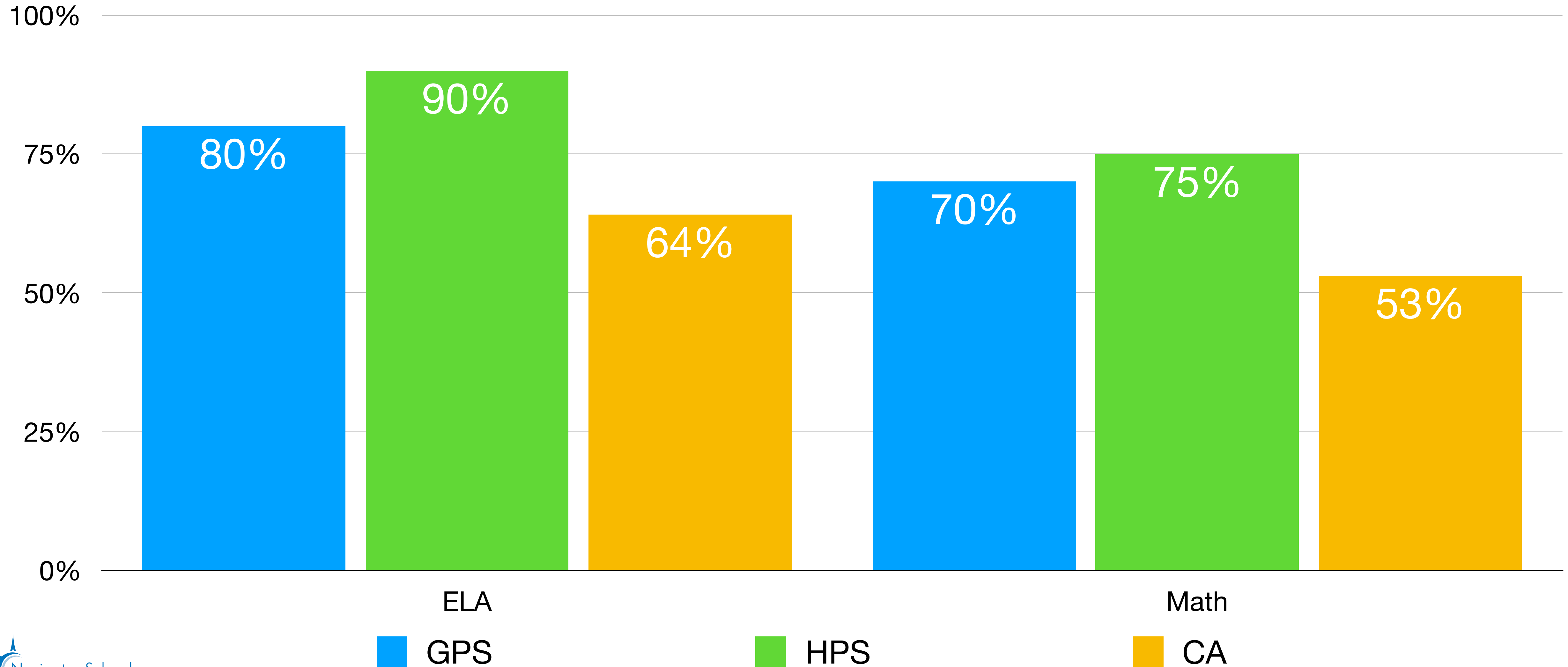
# 2015-17 SBAC Proficiency Growth

Math: Hispanic/Latino (L3 and L4)

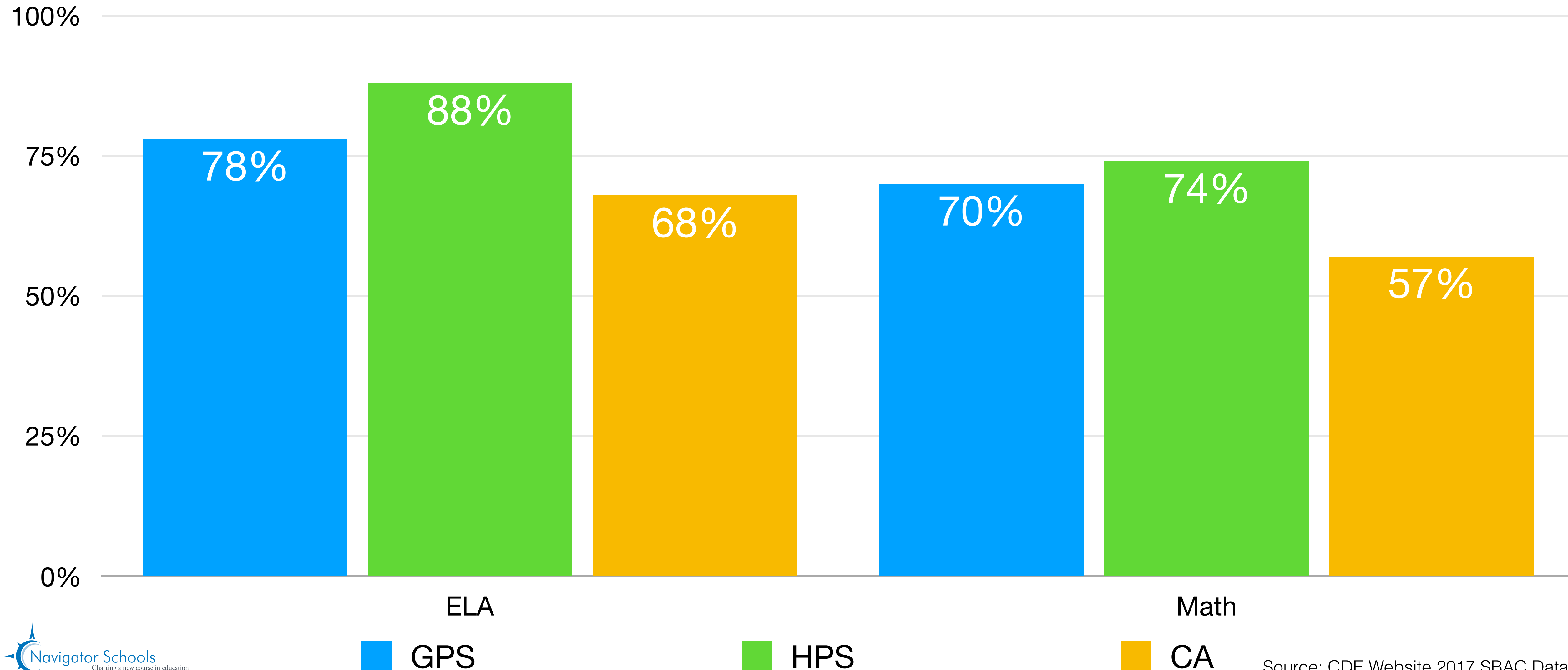


Source: CDE Website 2017 SBAC Data

# Navigator's Hispanic/Latino subgroup continues to score higher than the California White subgroup (L3 and L4)

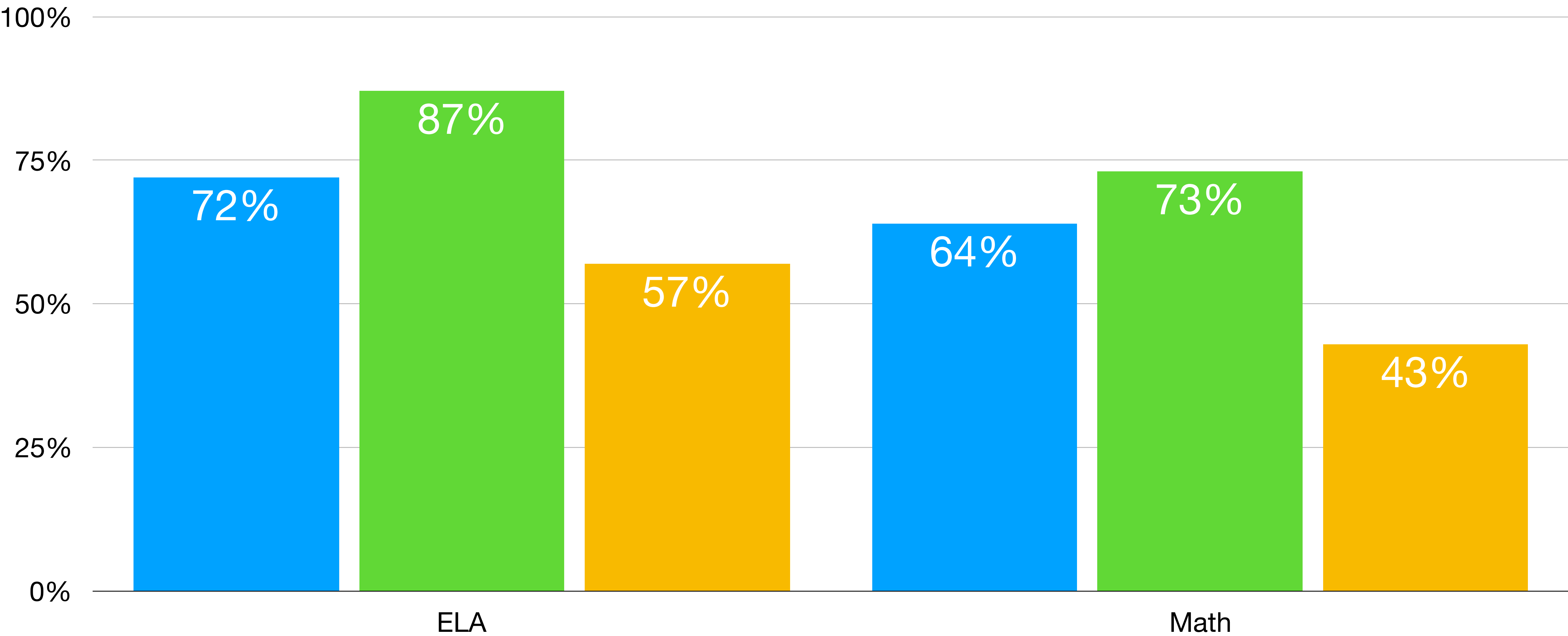


# Navigator's economically disadvantaged students continue to score higher than California's economically advantaged students (L3 and L4)



Source: CDE Website 2017 SBAC Data

# Navigator’s English Language Learners continue to score higher than California’s Fluent English Proficient & English Only students (L3 and L4)



# Smarter Balanced Performance Summary - Multi-Year Comparison [All Students Tested]

Test: All ELA Tests  
Test Year Range: 2015/16 - 2016/17

Sites: Gilroy Prep School

## Overall & Claim Performance

Year	Total Tested	Meeting Standard	Not Meeting Standard	PL 4 Standard Exceeded					PL 3 Standard Met					PL 2 Standard Nearly Met					PL 1 Standard Not Met									
				0	25	50	75	100	0	25	50	75	100	0	25	50	75	100	0	25	50	75	100					
2016-17	289	83% Average Distance from Level 3: +72	17%	51%						31%						12%						5%						
2015-16	232	81% Average Distance from Level 3: +67	19%	53%						29%						14%						5%						

Year	Claim	CS 3 Above Standard					CS 2 Near Standard					CS 1 Below Standard					No Score/ Not Tested
		0	25	50	75	100	0	25	50	75	100	0	25	50	75	100	
2016-17	Reading	49%					43%					8%					0%
2015-16	Reading	40%					52%					8%					0%
2016-17	Writing	49%					45%					6%					0%
2015-16	Writing	50%					43%					7%					0%
2016-17	Listening	41%					53%					6%					0%
2015-16	Listening	42%					53%					4%					0%
2016-17	Research/Inquiry	65%					30%					5%					0%
2015-16	Research/Inquiry	59%					36%					5%					0%

Average Distance from Level 3 is calculated for grades 3-8 only. Distance from Level 3 (DF3) measures how far each student is from the Level 3 (Standard Met) Smarter Balanced performance level.

Generated on 10/03/2017 by Illuminate Education  
help.illuminateed.com

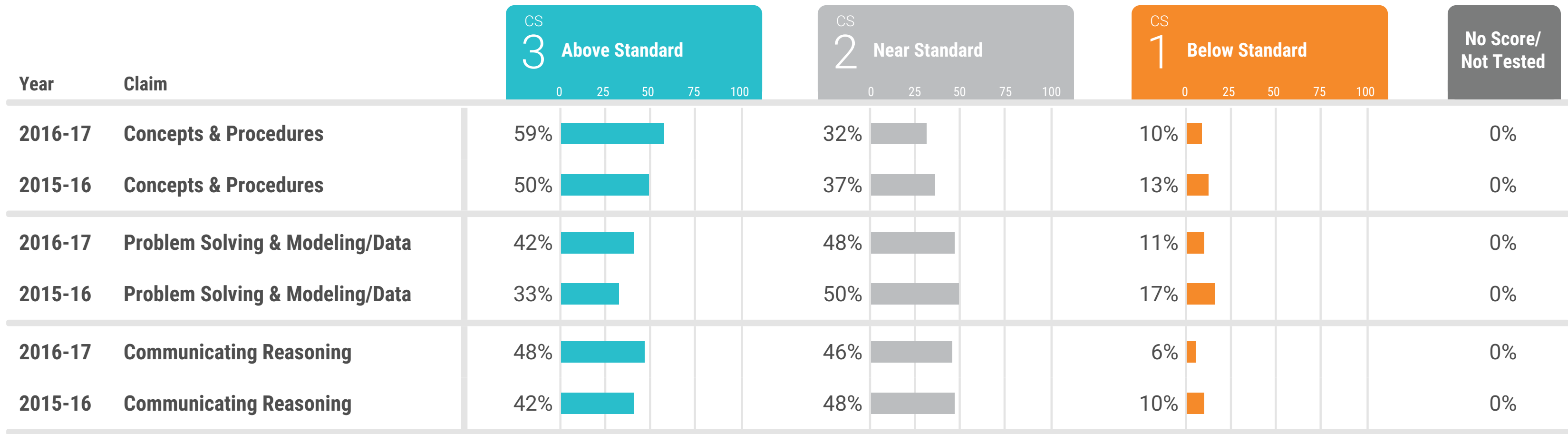
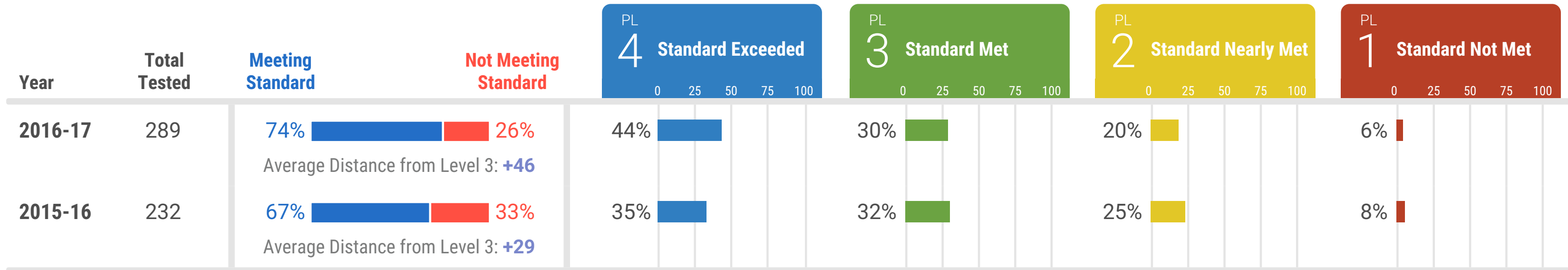
Calculations include students tested out of district. This report displays results for all students selected tested in 2015/16 - 2016/17. This is a NON-COHORT report, and allows for comparison of different groups of students across each year.

# Smarter Balanced Performance Summary - Multi-Year Comparison [All Students Tested]

Test: **All Math Tests**  
Test Year Range: **2015/16 - 2016/17**

Sites: **Gilroy Prep School**

## Overall & Claim Performance



Average Distance from Level 3 is calculated for grades 3-8 only. Distance from Level 3 (DF3) measures how far each student is from the Level 3 (Standard Met) Smarter Balanced performance level.

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Calculations include students tested out of district. This report displays results for all students selected tested in 2015/16 - 2016/17. This is a NON-COHORT report, and allows for comparison of different groups of students across each year.

# Smarter Balanced Performance Summary - Multi-Year Comparison [All Students Tested]

Test: **All ELA Tests**  
Test Year Range: **2015/16 - 2016/17**

Sites: **Hollister Prep School**

## Overall & Claim Performance

Year	Total Tested	Meeting Standard	Not Meeting Standard	PL 4 Standard Exceeded					PL 3 Standard Met					PL 2 Standard Nearly Met					PL 1 Standard Not Met				
				0	25	50	75	100	0	25	50	75	100	0	25	50	75	100	0	25	50	75	100
2016-17	179	91% Average Distance from Level 3: +81	9% Average Distance from Level 3: +81	63%					28%					4%					5%				
2015-16	120	87% Average Distance from Level 3: +79	13% Average Distance from Level 3: +79	63%					23%					10%					3%				

Year	Claim	CS 3 Above Standard					CS 2 Near Standard					CS 1 Below Standard					No Score/ Not Tested
		0	25	50	75	100	0	25	50	75	100	0	25	50	75	100	
2016-17	Reading	49%					43%					8%					0%
2015-16	Reading	44%					50%					6%					0%
2016-17	Writing	63%					33%					4%					0%
2015-16	Writing	62%					31%					8%					0%
2016-17	Listening	47%					47%					4%					1%
2015-16	Listening	38%					60%					2%					0%
2016-17	Research/Inquiry	69%					26%					3%					2%
2015-16	Research/Inquiry	69%					28%					3%					0%

Average Distance from Level 3 is calculated for grades 3-8 only. Distance from Level 3 (DF3) measures how far each student is from the Level 3 (Standard Met) Smarter Balanced performance level.

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Calculations include students tested out of district. This report displays results for all students selected tested in 2015/16 - 2016/17. This is a NON-COHORT report, and allows for comparison of different groups of students across each year.

# Smarter Balanced Performance Summary - Multi-Year Comparison [All Students Tested]

Test: **All Math Tests**  
Test Year Range: **2015/16 - 2016/17**

Sites: **Hollister Prep School**

## Overall & Claim Performance

Year	Total Tested	Meeting Standard	Not Meeting Standard	PL 4 Standard Exceeded					PL 3 Standard Met					PL 2 Standard Nearly Met					PL 1 Standard Not Met									
				0	25	50	75	100	0	25	50	75	100	0	25	50	75	100	0	25	50	75	100					
2016-17	179	75% Average Distance from Level 3: +44	25%	45%						31%						20%						5%						
2015-16	118	75% Average Distance from Level 3: +45	25%	41%						35%						19%						6%						

Year	Claim		CS 3 Above Standard					CS 2 Near Standard					CS 1 Below Standard					No Score/ Not Tested
			0	25	50	75	100	0	25	50	75	100	0	25	50	75	100	
2016-17	Concepts & Procedures	59%						32%					10%					0%
2015-16	Concepts & Procedures	59%						32%					8%					0%
2016-17	Problem Solving & Modeling/Data	36%						54%					9%					0%
2015-16	Problem Solving & Modeling/Data	40%						45%					15%					0%
2016-17	Communicating Reasoning	50%						42%					8%					0%
2015-16	Communicating Reasoning	51%						44%					5%					0%

Average Distance from Level 3 is calculated for grades 3-8 only. Distance from Level 3 (DF3) measures how far each student is from the Level 3 (Standard Met) Smarter Balanced performance level.

Generated on 10/03/2017 by Illuminate Education  
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Calculations include students tested out of district. This report displays results for all students selected tested in 2015/16 - 2016/17. This is a NON-COHORT report, and allows for comparison of different groups of students across each year.

# Implications for 2017-18 and Beyond

- Continue building on increased student agency and leadership in MS Model and upper elementary.
- Reading is strong, room to grow in math, and need to invest more time into writing, social studies, science, and social emotional learning.
- Internal achievement gaps closed slightly among subgroups, indicating more work is needed.
- Continue to Refine Navigator's 5 Compass Points of Culture of Excellence, Data-Driven Instruction, Coaching, Equity, and Technology. It's working!

# Coversheet

## CEO Report

**Section:** IV. CEO  
**Item:** B. CEO Report  
**Purpose:** Discuss  
**Submitted by:** Kevin Sved  
**Related Material:** Updates 2017\_10\_24.pdf

**BACKGROUND:**

This is a collection of updates from the CEO and the Directors.



Date: October 19, 2017

To: Board of Directors

From: Kevin Sved, CEO

Re: CEO Update

**A) Priority: Build on and codify the existing academic excellence in schools**

1. SBAC results indicate growth as measured by the “distance from three” metric, which considers the average distance of scale scores from Level 3, the level at which students are deemed to have “met standards” in ELA and mathematics. This metric is used by the CA Dashboard and is featured in our LCAP. GPS went from +67 to +72 in ELA and leaped from +29 to +46 in math. HPS climbed from +79 to +81 in ELA and dropped one point in math going from +45 to +44.

**B) Priority: Create excellent, sustainable organizational health through strong systems, processes and procedures, and culture.**

1. Proposition 51 applications made to the Charter School Facilities Program for Gilroy Prep School and Hollister Prep School were deemed complete. The timeline to determine ranking is estimated for late January 2018.
2. Pacific Charter Development Center (PCSD) continues to support Navigator in identifying another location to develop a site for Gilroy Prep as a potential long-term solution as the uncertainties regarding the High Speed Rail continue. The High Speed Rail Authority is pushing the timeline back again; nonetheless, the threat to the current GPS site seems imminent.
3. The Support Office Leadership Team has worked diligently to strengthen trust and teamwork. Four days of communication training increased our ability to provide and receive direct feedback “without sugar coating” or “watering down.” Additionally, book studies are now a regular part of our weekly meetings. We started with John Maxwell’s *Five Levels of Leadership* and are now discussing Patrick Lencioni’s *The Five Dysfunctions of a Team*.

**C) Priority: Lead a thoughtful growth initiative**

1. Navigator Schools was selected to participate in the Achievement First Charter Network Accelerator. The Charter Network Accelerator is an intensive cohort-based training program for charter management organization (CMO) leaders that draws on the tools, practices and lessons learned from high-performing CMOs with the goal of dramatically increasing the number of top-quality seats for students across the country.
2. The Santa Clara County Office of Education is hosting a Public Choice Schools Symposium on November 8-9. GUSD’s Superintendent nominated Navigator’s partnership with Rod Kelley School in GUSD for a presentation to highlight district and charter collaboration. CAO James Dent will co-present with former Rod Kelley Principal Luis Carillo.

Also, please see attached reports from Directors and Principals.



Date: October 18, 2017

To: Kevin Sved, CEO

From: Heather Parsons & James Dent

Re: Updates for Board Report

**A) Priority: Build on and codify the existing academic excellence in schools**

1. **Middle School Model-** Though we continue to iterate the more finite details, we have agreed upon an educational model that emphasizes small, personalized learning groups layered with a student leadership component. There is a balance of teacher led instruction, student led instruction, collaboration, and independent practice.
2. **Writing Development** - Our success in reading and math has allowed us the opportunity to exhale long enough to delve into some of the subject areas that have not received as much attention. Systematic writing instruction is our current area of curricular focus. We meet on a weekly basis with teachers to develop our instructional slides, rubrics and continuum, much in the fashion that we designed our reading and math instruction.
3. **Student Agency-** We are utilizing our social studies and science blocks to introduce our K-5 to a more collaborative learning structure, where students can be found working around the room in pairs and triads using either teacher prepared material (K-2) or a content management system such as Google Classroom (3-5) where the content of their group project is housed. They are creating multimedia presentations as the capstone to their learning.

**B) Priority: Create excellent, sustainable organizational health through strong systems, processes and procedures, and culture.**

1. **Leadership Development** - Both sites are capitalizing on having new leaders as an opportunity to set up detailed position descriptions, meeting structures and project management documents for recurring responsibilities and meetings.
2. **Staff Culture** - Problem and solution meetings are held once a month to ensure that all issues are addressed in a productive, proactive forum in an effort to maintain our positive campus culture. An activities calendar has been added and is populated continually with staff excursions such as dinners, bowling, and outdoor activities.

June Staff Survey Questions	HPS Agree/ Strongly Agree	GPS Agree/ Strongly Agree
I feel proud to tell people where I work	91%	96%
I know and believe in our organization's mission	91%	100%
I am professionally invested in achieving that mission	100%	96%

I know what is expected of me at work	91%	88%
At Navigator I have the opportunity to do what I do best every day	96%	92%
Someone at Navigator encourages my development through observation and feedback, check-ins, and/or shout-outs	91%	76%
In the past two months, someone has talked with me about my progress	100%	60%
Over the past two months, I've had opportunities to learn and grow	96%	84%
I have the right resources and equipment to do my job well	73%	80%
I would recommend working at Navigator to a good friend	87%	96%

**C) Priority: Lead a thoughtful growth initiative**

1. **Curriculum Development / Codifying Existing Practices** - Navigator has re-initiated weekly curriculum development meetings as one grade level team from each site is released to continue the scope and sequence and assessment documents. These meeting help to increase alignment between school sites. An increased amount of time has been dedicated to organizing and housing our curriculum in a common database in preparation for shareability ease with future Navigator schools and other outside organizations.
2. **Leadership Development / Leadership Pipeline** - Navigator has invested in RELAY training for three of the Navigator educational leadership team. An additional three team members are also attending Innovate Public Schools fellowship program. These two programs, along with internal Navigator development is leading high levels of site leadership and coaching development within the organization.



**Date: October 2017**

**To: Kevin Sved, CEO**

**From: Melissa Alatorre Alnas, Director of Human Resources**

**Re: Human Resources Update**

Below you will find information (categorized by Board Priority) on the projects, activities, and tasks that have been occupying the HR office in recent months.

**A) Priority: Build on and codify the existing academic excellence in schools**

**1. *Talent Recruitment, Hiring, and Training:***

- a. filled all open site positions before the first day of the 2017 school year
- b. collaborated with Navi 101 project lead to ensure that fifteen out of 16 new hires attended Navi 101 (the 16th person hired had already attended Navi 101 the previous year when she was employed with R.O. Hardin)
- c. all instructional staff started the school year fully prepared to implement our instructional model
- d. filled vacant and new Support Office positions (Victoria Garcia: Data Analyst and Curriculum Specialist, Rita Castaneda: Community Engagement Facilitator, Sean Martin: Special Projects Coordinator and Executive Assistant, Ami Ortiz: Business Analyst, and Rosa Segura: Accounting and Payroll Clerk)

**2. *Appropriate Credentials:***

- a. participate in on-going collaboration with site instructional staff, site leadership, County Office representatives, and credential program personnel to ensure that all instructional staff have the current and appropriate credential or certification that is required for their role

**B) Priority: Create excellent, sustainable organizational health through strong systems, processes and procedures, and culture.**

**1. *Professional Development Collaboration:***

- a. co-planning and presenting (with Kirsten) an on-going professional development series focused on Navigator culture (communication, mission alignment, the communities we serve)
- b. participated in Accountable Communications Technology training

**2. *Benefits:***

- a. in collaboration with Alliant and Navigator staff, completed both the new hire and open enrollment benefits processes

**C) Priority: Lead a thoughtful growth initiative**

**1. *Strategic Plan Contributions:***

- a. facilitated the refinement process of Navigator's Mission and Values
- b. compiled information to create an updated HR Playbook
- c. collaborated on the overall Strategic Plan work



Date: October 12, 2017

To: Kevin Sved, CEO

From: Benjamin Moeller, Director of IT and Operations

Re: ITOMS Update

**A) Priority: Build on and codify the existing academic excellence in schools**

1. This year IT and operations started clean in 17. The planning and hard work from the previous school year and over the summer paid off with a very smooth beginning of the 17-18 school year.
2. This was the first summer and beginning of school year for the ITOM department, since its creation back in January 2017. When school started all classrooms and offices had been cleaned from the ceiling to the floor. All exterior windows, doors, and walk ways had been washed. The entire school sites, including the playgrounds, were inspected and any and all need repairs were made. Blinds were installed during the summer at both sites for any windows that did not have them and/or needed to be replaced for student and staff safety.
3. This was the first summer all technology was refreshed to ensure students and staff are up to date with the latest applications and operation systems. Also, an iMac lab of 20 iMacs were setup at GPS for middle school. At HPS 25 MacBook Pros were setup for middle school. Now both sites offer tablet and computers for student use. Small Group Instructor's at both sites had their iPad Airs upgraded to iPad Pros, which the teachers use, so the SGI's can have the same experience as the teachers when working with students.

**B) Priority: Create excellent, sustainable organizational health through strong systems, processes and procedures, and culture.**

1. Last school year the ITOM team, along with the school vice principals and office managers, began work on building an ITOM manual. The ITOM manual is a guide to be used from year to year on best practices from school and central office operations. The ITOM manual has been a great resource thus far for this school year to keep the ITOM team on track and able to support the schools.
2. This year the ITOM manual is continuing being developed and now a school office playbook is being developed in partnership with Alex Mijares, the GPS office manager. By the end of the school year the office playbook will be complete enough for current and future school offices to rely on for year to year best practices and help keep alignment between school operations.

**C) Priority: Lead a thoughtful growth initiative**

1. Building capacity is crucial to be able to have the bandwidth to support growth. This year continues the leaps and bounds of the ITOM department to support growth. Javier Medina, the IT Admin, is being developed to be a strong Navigator tech leader. Fulgence Dulay, the Manager of operations and maintenance, is being mentored in supporting multiple school sites and having successful and supportive relationships with school leaders. The site techs, John Troncoso and Steven Rivera, now have more access and responsibility than ever before with their site technology and information systems, elevating them into school leaders for their information technology. Last and not least, members from the custodial staff are now taking on more responsibility with helping with repairs and site facility needs being managed by Fulgence. The entire ITOM team is in a time of major growth in efforts to better support the current sites and be ready for the future Navigator Schools to come.



Date: October 16, 2017

To: Kevin Sved

From: Kirsten Carr

Re: Community Outreach Activities

### **Update**

Below is information on recent activities which directly support the goals and priorities of the Navigator Schools Board of Directors and leadership team.

#### **1. Build on and codify the existing academic excellence in schools**

- a. Submitted draft charter renewal for board approval. Template will be used for both renewals and school 3 submission.
- b. Tours given since start of school:
  - i. Gilroy Unified School District Superintendent & members of the board of trustees
  - ii. John Perales, Community Media Access Partnership
  - iii. Alpha Public Schools
  - iv. Mission Prep
  - v. Chamberlin Foundation
  - vi. Teach for China
  - vii. Vista College Prep (10/24)

#### **2. Create excellent, sustainable organizational health through strong systems, processes and procedures, and culture.**

- a. Co-facilitating (with Melissa) on-going professional development series on Navigator culture (communication, mission alignment, communities we serve)
- b. Participated in Accountable Communications Technology Training

#### **3. Lead a thoughtful growth initiative**

- a. Press mentions for Navigator Schools' performance on SBAC
- b. Greenlighting work for school #3
- c. Participating in Innovate Community Organizer Training
- d. Community/parent meetings in Watsonville



Date: 10/17/17

To: Kevin Sved, CEO

From: Sharon Waller

Re: Updates for Board Report

**A) Priority: Build on and codify the existing academic excellence in schools**

Have created and begun to use rubrics to measure components of the Student Services Department for excellence i.e. compliance, ability of staff to provide accommodations and modifications for students, our multiple tiers systems of support, presence of a culture of inclusion.

Working with the SELPA staff to ensure our PBIS model is excellent through a sequence of trainings and a visit to an exemplary PBIS school.

Arranged a visit to CHIME Institute for February of 2018, a school profiled in CCSA's published report on exemplary full inclusion programs, for the Student Services Staff

**B) Priority: Create excellent, sustainable organizational health through strong systems, processes and procedures, and culture.**

Created a 2017/2018 implementation plan for our MTSS model that focusses on Tier 2 and Tier 3 social and behavioral interventions. This plan includes some of the following activities: parent trainings, a parent resource fair, a Boy's and Girl's Club, social skills groups and expansion of the Buddy Club.

**C.) Priority: Lead a thoughtful growth initiative**

Partnered with Alliant University to become the supervisor of an intern who was an HPS paraprofessional and is now a special education teacher in training at Navigator

Identified key staff who are interested in becoming future Navi Student Services staff members and met with them to discuss their career pathways.

# Coversheet

## Finance Committee Report

<b>Section:</b>	V. Finance
<b>Item:</b>	A. Finance Committee Report
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	Ami Ortiz
<b>Related Material:</b>	Financials Report 2017_10_24.pdf Fin Com Minutes 2017_10_10.pdf



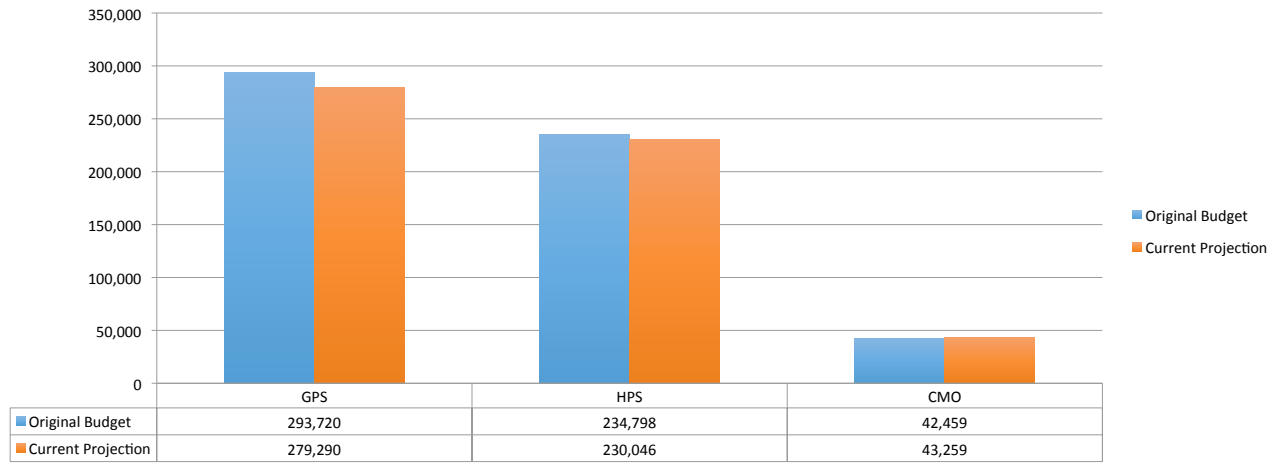
## 2016-17 Unaudited Actuals Financial Narrative October 24, 2017

### 2016-17 Net Income

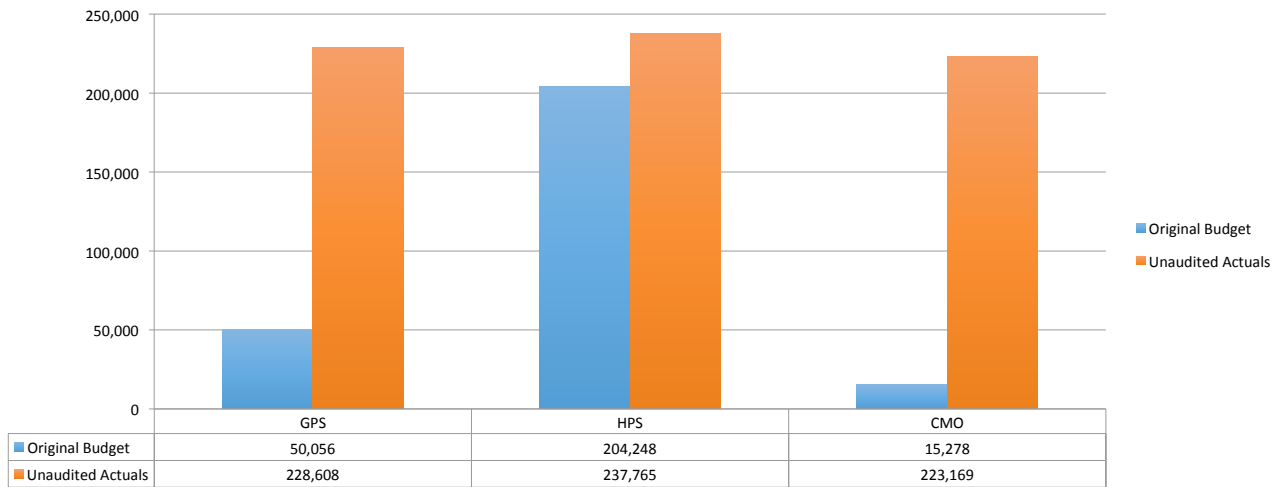
	<u>Unaudited Actuals</u>	<u>June Bd Rpt</u>	<u>Orig Bd Rpt</u>
CMO	\$223k	\$201k	\$15k
Gilroy Prep	\$228k	\$76k	\$50k
Hollister Prep	<u>\$238k</u>	<u>\$247k</u>	<u>\$205K</u>
Total	\$689k	\$524k	\$270k

- The Unaudited Actuals net income of \$689k exceeds the original budget by \$419k. The net income variances from the original budget by entity are as follows:
  - CMO net income favorable variance of \$208k (\$223k-\$15k) is mainly the result of the following:
    - \$275k favorable variance in salary & benefits because
      - 1) The Director of Finance left in July and was not replaced.
      - 2) Two of the CMO employees' salaries were allocated directly to the schools.
    - Please refer to June 2017 narrative for more detail
  - Gilroy Prep net income favorable variance of \$178k (\$228k-\$50k) is mainly the result of the following:
    - \$87k favorable variance for mandated cost reimbursement revenue not budgeted.
    - \$71k favorable variance in CMO fees as a result of reducing percentage charged from 19.3% to 18%.
    - \$69k favorable variance from increased revenue from LCFF that was not anticipated.
    - Please refer to June 2017 narrative for more detail
  - Hollister Prep net income favorable variance of \$33k (\$238k-\$205k) is the result of the following:
    - Please refer to June 2017 narrative for details

### Navigator Schools 2017-18 Net Income



### Navigator Schools 2016-17 Net Income



## Navigator Schools

## Balance Sheet Comparison

	Actual <u>6/30/16</u>	Unaudited <u>6/30/17</u>
Cash	1,884,454	2,008,555
Accounts Receivable	767,909	1,122,229
Prepaid Expense	72,379	209,415
Fixed Assets, net of depreciation	188,935	312,895
<b>Total Assets</b>	<b>2,913,677</b>	<b>3,653,094</b>
Accrued Liabilities	319,149	431,524
CDE Loan Payable	125,000	62,500
<b>Total Liabilities</b>	<b>444,149</b>	<b>494,024</b>
Beginning Fund Balance	1,790,843	2,469,528
Net Income	678,685	689,542
Ending Fund Balance	2,469,528	3,159,070
<b>Total Liabilities &amp; Fund Balance</b>	<b>2,913,677</b>	<b>3,653,094</b>

Navigator Schools - 2016-17 Budget vs. Unaudited Actuals  
October 2017

Detail Level	Total Unaudited Actuals	Total Budget	Variance Favorable (Unfavorable)	GPS Unaudited Actuals	GPS Budget	Variance Favorable (Unfavorable)	HPS Unaudited Actuals	HPS Budget	Variance Favorable (Unfavorable)	CMO Unaudited Actuals	CMO Budget	Variance Favorable (Unfavorable)
REVENUE:												
LCFF Revenue	7,078,185	7,118,383	-40,198	3,938,807	3,869,734	69,073	3,139,378	3,248,649	-109,271	0	0	0
Federal Revenue	368,288	338,070	30,218	255,774	223,188	32,586	112,514	114,882	-2,368	0	0	0
Other State Revenue	994,653	757,608	237,045	522,787	453,208	69,579	471,866	304,400	167,466	0	0	0
Donations & Grants	227,644	0	227,644	7,175	0	7,175	110,469	0	110,469	110,000	0	110,000
Other Revenue	132,599	138,008	-5,409	80,287	85,708	-5,421	29,421	32,300	-2,879	22,891	20,000	2,891
CMO Management Fees	1,272,415	1,373,848	-101,433							1,272,415	1,373,848	-101,433
<b>REVENUE</b>	<b>10,073,784</b>	<b>9,725,917</b>	<b>347,867</b>	<b>4,804,830</b>	<b>4,631,838</b>	<b>172,992</b>	<b>3,863,648</b>	<b>3,700,231</b>	<b>163,417</b>	<b>1,405,306</b>	<b>1,393,848</b>	<b>11,458</b>
EXPENDITURES:												
Salaries	4,597,857	4,717,763	119,906	2,153,393	2,147,577	-5,816	1,705,869	1,555,996	-149,873	738,595	1,014,190	275,595
Benefits & Taxes	1,080,080	1,119,910	39,830	526,013	548,899	22,886	403,441	381,043	-22,398	150,626	189,968	39,342
Books & Supplies	1,131,367	1,084,065	-47,302	619,196	623,043	3,847	455,661	439,209	-16,452	56,510	21,813	-34,697
Services & Other Operating Expense	1,236,369	1,160,749	-75,620	516,285	515,404	-881	483,677	492,746	9,069	236,406	152,599	-83,807
CMO Management Fees	1,272,415	1,373,848	101,433	708,985	746,859	37,874	563,430	626,989	63,559			
Capital Outlay	190,113	72,053	-118,060	85,961	29,353	-56,608	104,152	42,700	-61,452			0
<b>EXPENDITURES</b>	<b>9,508,201</b>	<b>9,528,388</b>	<b>20,187</b>	<b>4,609,834</b>	<b>4,611,135</b>	<b>1,301</b>	<b>3,716,231</b>	<b>3,538,683</b>	<b>-177,548</b>	<b>1,182,137</b>	<b>1,378,570</b>	<b>196,433</b>
<b>REVENUE LESS EXPENDITURES</b>	<b>565,582</b>	<b>197,529</b>	<b>368,053</b>	<b>194,996</b>	<b>20,703</b>	<b>174,293</b>	<b>147,417</b>	<b>161,548</b>	<b>-14,131</b>	<b>223,169</b>	<b>15,278</b>	<b>207,891</b>
GAAP Adjustments:												
Revenue Less Expenditures	565,582	197,529	368,053	194,996	20,703	174,293	147,417	161,548	-14,131	223,169	15,278	207,891
Add back Capital Outlay to Net income	190,113	72,053	118,060	85,961	29,353	56,608	104,152	42,700	61,452	0	0	0
Subtract Depreciation Expense	-66,153	0	-66,153	-52,349	0	-52,349	-13,804	0	-13,804	0	0	0
<b>Net Income - GAAP Basis 2016-17</b>	<b>689,542</b>	<b>269,582</b>	<b>419,960</b>	<b>228,608</b>	<b>50,056</b>	<b>178,552</b>	<b>237,765</b>	<b>204,248</b>	<b>33,517</b>	<b>223,169</b>	<b>15,278</b>	<b>207,891</b>
Beginning Net Assets @ 6/30/16	2,469,528			1,413,692			1,087,023			-31,187		
Net Income - GAAP Basis 2016-17	689,542			228,608			237,765			223,169		
Ending Net Assets @ 6/30/17	<u>3,159,070</u>			<u>1,642,300</u>			<u>1,324,788</u>			<u>191,982</u>		



## 2017-18 Financial Report Narrative October 24, 2017

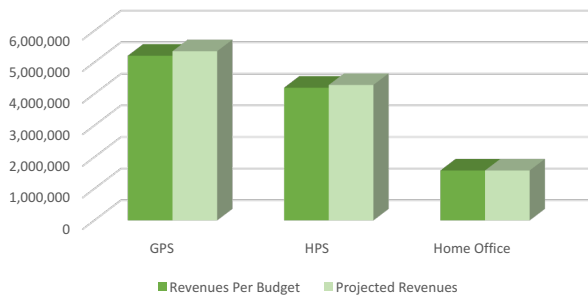
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### 2017-18 Net Income

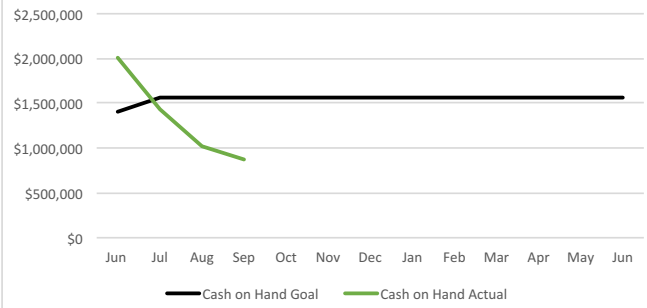
	<u>Current Projection</u>	<u>Orig Bd Rpt</u>
CMO	\$43k	\$42k
Gilroy Prep	\$279k	\$294k
Hollister Prep	\$230k	\$235k
Total	\$552k	\$571k

- Gilroy Prep projected net income variance highlights
  - \$100k favorable variance from one-time mandated cost not budgeted.
  - \$50k favorable variance for reduction in contingency expenses due to the process that has begun to prioritize needs that were not budgeted for. It is anticipated that the contingency expense will be zeroed out by the next Board Report.
  - \$144k unfavorable variance in salaries from staffing needs for an additional SPED paraprofessional and additional Teachers in Training to meet staffing needs to cover Teacher absences and Maternity Leaves.
  - \$72k unfavorable variance for Books & Supplies from anticipated technology expenses that were budgeted for the 2016-17 year but, due to late arrival of product, had to be recorded in 2017-18.
- Hollister Prep projected net income variance highlights
  - \$100k favorable variance from one-time mandated cost not budgeted.
  - \$25k favorable variance for reduction in contingency expenses due to the process that has begun to prioritize needs that were not budgeted for. It is anticipated that the contingency expense will be zeroed out by the next Board Report.
  - \$110k unfavorable variance in salaries from staffing needs for additional Teachers in Training to meet staffing needs to cover multiple Teacher Maternity Leaves.
  - \$23k unfavorable variance for Books & Supplies from anticipated technology expenses that were budgeted for the 2016-17 year but, due to late arrival of product, had to be recorded in 2017-18.

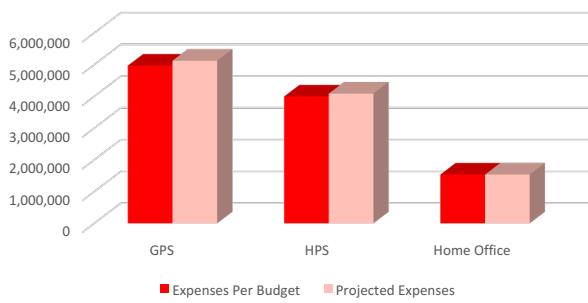
Revenue Report



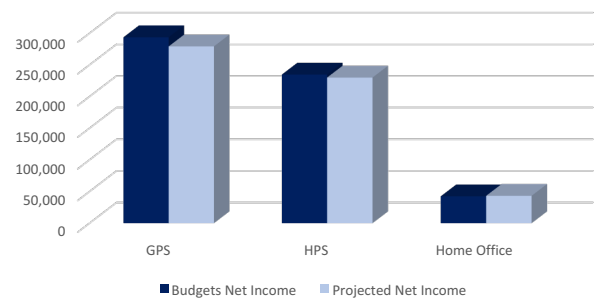
Cash Balance - Month End



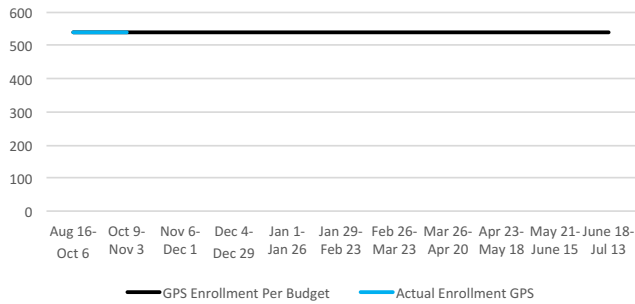
Expense Report



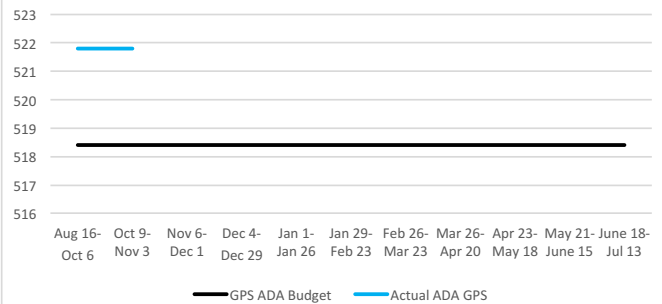
Net Income



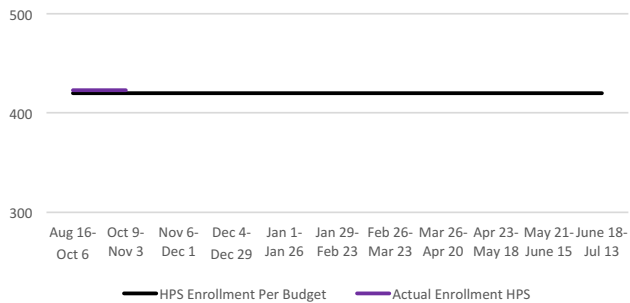
GPS Enrollment by Month



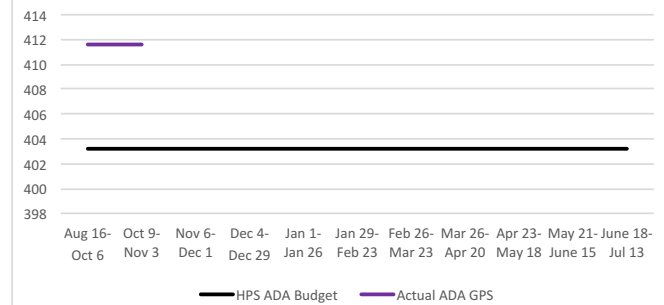
GPS ADA by Month



HPS Enrollment by Month



HPS ADA by Month



## Navigator Schools - 2017-18 Budget vs. Projection

October 2017

**Detail Level**

	Total 2017-18 Original Budget	Total 2017-18 Current Projection	GPS 2017-18 Original Budget	GPS 2017-18 Current Projection	HPS 2017-18 Original Budget	HPS 2017-18 Current Projection	CMO 2017-18 Original Budget	CMO 2017-18 Current Projection
<i>Enrollment Projection</i>	960	960	540	540	420	420		
REVENUE:								
LCFF Revenue	8,055,232	8,055,232	4,377,511	4,377,511	3,677,721	3,677,721	0	0
Federal Revenue	403,203	427,392	270,757	293,500	132,446	133,892	0	0
Other State Revenue	771,475	999,865	441,906	574,110	329,569	425,755	0	0
Donations & Grants	156,885	156,885	16,885	16,885	10,000	10,000	130,000	130,000
Other Revenue	154,631	131,703	104,744	92,130	49,887	39,573	0	0
CMO Management Fees	1,449,942	1,449,942					1,449,942	1,449,942
REVENUE	10,991,368	11,221,019	5,211,803	5,354,136	4,199,623	4,286,941	1,579,942	1,579,942
EXPENDITURES:								
Salaries	5,166,066	5,419,001	2,301,008	2,444,835	1,831,375	1,941,283	1,033,683	1,032,883
Benefits & Taxes	1,368,284	1,368,284	639,244	639,244	529,291	529,291	199,749	199,749
Books & Supplies	829,728	925,311	485,740	558,150	290,216	313,389	53,772	53,772
Services & Other Operating Expense	1,380,571	1,355,086	553,777	544,303	576,515	560,504	250,279	250,279
CMO Management Fees	1,449,942	1,449,942	787,952	787,952	661,990	661,990		
Contingency Expenses	150,000	75,000	100,000	50,000	50,000	25,000	0	0
Capital Outlay	157,550	157,550	101,025	101,025	56,525	56,525	0	0
EXPENDITURES	10,502,141	10,750,174	4,968,746	5,125,509	3,995,912	4,087,982	1,537,483	1,536,683
REVENUE LESS EXPENDITURES	489,227	470,845	243,057	228,627	203,711	198,959	42,459	43,259
<u>GAAP Adjustments:</u>								
Revenue Less Expenditures	489,227	470,845	243,057	228,627	203,711	198,959	42,459	43,259
Add back Capita Outlay to Net income	157,550	157,550	101,025	101,025	56,525	56,525	0	0
Subtract Depreciation Expense	-75,800	-75,800	-50,362	-50,362	-25,438	-25,438	0	0
<b>Net Income - GAAP Basis 2017-18</b>	<b>570,977</b>	<b>552,595</b>	<b>293,720</b>	<b>279,290</b>	<b>234,798</b>	<b>230,046</b>	<b>42,459</b>	<b>43,259</b>
Beginning Net Assets @ 6/30/17 (latest projections)	3,159,070	3,159,070	1,642,300	1,642,303	1,324,788	1,324,788	191,982	191,979
<b>Net Income - GAAP Basis 2017-18</b>	<b>570,977</b>	<b>552,595</b>	<b>293,720</b>	<b>279,290</b>	<b>234,798</b>	<b>230,046</b>	<b>42,459</b>	<b>43,259</b>
Ending Net Assets @ 6/30/18	3,730,047	3,711,666	1,936,020	1,921,593	1,559,586	1,554,834	234,441	235,238

DRAFT



# Navigator Schools

## Minutes

### Finance Committee Meeting

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#### Date and Time

Tuesday October 10, 2017 at 4:00 PM

#### Location

Conference Room, Support Office, Navigator Schools, 650 San Benito Street, Suite 230, Hollister, CA 95023

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#### Teleconference Locations

- 5858 Horton Street, Suite 451, Emeryville CA 94608
- 83 Great Oaks Blvd., San Jose CA 95119
- 900 Island Drive, Redwood City CA 94065

#### Teleconference Instructions

- Meeting ID: 451 522 623
- Dial by phone: 408 638 0968
- Join from PC, Mac, Linux, iOS or Android: <https://navigatorschools.zoom.us/j/451522623>

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#### Committee Members Present

C. Wright (remote), J. Montgomery (remote), K. Sved, N. Crivello (remote)

#### Committee Members Absent

*None*

#### Guests Present

Ami Ortiz, Bryan Adams, Ian Connell, S. Martin

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#### I. Opening Items

### **A. Record Attendance and Guests**

Ian Connell is our special guest today. He is from the Charter School Growth Fund.

### **B. Call the Meeting to Order**

J. Montgomery called a meeting of the Finance committee of Navigator Schools to order on Tuesday Oct 10, 2017 @ 4:04 PM at Conference Room, Support Office, Navigator Schools, 650 San Benito Street, Suite 230, Hollister, CA 95023.

### **C. Approve Minutes**

N. Crivello made a motion to Joyce Montgomery.

J. Montgomery seconded the motion.

The committee **VOTED** unanimously to approve the motion.

## **II. Finance**

### **A. Review 2016-17 Unaudited Actuals**

1. Bryan Adams presented documents and the committee members discussed the content and format. Bryan will send out a copy of the most recent monthly cash balance report.
2. Joyce recommended that an asset allocation and cash management proposal be prepared prior to the next finance committee meeting.

### **B. Review of 2017-18 Financials with Dashboard**

1. Ami and Bryan will reformat the financial report narrative sheet to clarify the budget for Hollister Prep School.
2. Joyce requested that any instance of contingency budgeting, if it is to be employed, should be brought to the board for consideration.
3. Joyce requested that committee documents evolve to incorporate actuals-to-date on a monthly basis in addition to a budget-to-budget interval.
4. Bryan confirmed that the summary level report page will not be included in future meeting packets per the request of committee members.
5. Attendees discussed the sustainability and implementation of STRS. Kevin referred the committee to the strategic plan for additional background information on this topic. Joyce stated that any consideration of future schools to not include STRS would require significant consideration, research, and discussion.

### **C. Charter #3: Facilities and Financing**

For GPS and HPS

1. Kevin provided an update on Proposition 51 applications and funding.
2. Kevin discussed Proposition 39.
3. The high-speed rail timeline has been pushed back.

Expansion

1. Kevin led a discussion focusing on expansion locations and implications for funding, including Proposition 39, the lease market, the sale market, and unused community and church spaces.
2. Joyce recommended pre-calculating a cost-per-square-foot number for facilities in target cities.

3. Caitrin commented that future Navigator Schools will likely be required to explore SB740 facilities in the early years as capitalized projects are generally not affordable until schools reach scale.

### III. Other Business

#### A. Schedule Remaining 2017-18 Finance Committee Meetings

The next finance committee meetings will take place on

- November 28th at 3:00 pm
- February 27th at 3:00 pm
- April 17th at 3:00 pm
- June 5th at 3:00 pm

Sean will send calendar invitations to all committee members within 24 hours of the adjournment of this meeting.

### IV. Closing Items

#### A. Adjourn Meeting

N. Crivello made a motion to Joyce Montgomery.

C. Wright seconded the motion.

The committee **VOTED** unanimously to approve the motion.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 4:59 PM.

Respectfully Submitted,  
S. Martin

# Coversheet

## Governance Committee Report

**Section:** VI. Governance  
**Item:** A. Governance Committee Report  
**Purpose:** Discuss  
**Submitted by:** Sean Martin  
**Related Material:** Brd Retreat Notes Summary 2017\_10\_24.docx  
Gov Com Minutes 2017\_10\_05.pdf

**BACKGROUND:**

These are materials relating to recent Governance Committee activities.

## Notes Summary | Board of Directors Retreat | August 18, 2017

**Time and Location:**

10:00 am to 4:00 pm | St Francis Retreat Center, San Juan Bautista, CA

**Board Members Present:**

JP Anderson, Nora Crivello, John Glover, Joyce Montgomery, Caitrin Wright

**Staff and Visitors Present:**

Melissa Alatorre Alnas, Andrew Bray, Kirsten Carr, James Dent, Victoria Garcia, Sean Martin, Heather Parsons, Kevin Sved, Sharon Waller

### I. Framing the Day

Andrew opened the meeting with an ice-breaker activity. Participants discussed their hometown and K-12 educational experiences.

### II. Board Self-Assessment Discussion

The board discussed the McKinsey Nonprofit Board Self-Assessment survey (short version) completed on Google Forms. Andrew guided the discussion with key questions. All board members expressed strong support for expanding the board. Board members agreed that future members should be recruited from regions south of San Jose.

### III. Mission and Core Values

The board reviewed mission and core values revisions and suggestions submitted by staff. The board was in general agreement regarding the scope and content of the proposed mission and values. Staff will continue to develop and refine the values and mission for future board review and approval. Two versions of the mission were presented. Key points discussed included the implications of the phrase “achievement gap”, commitment to working with underserved communities, and the importance of preparing students for college.

#### Mission: Version #1

Navigator School eliminates the achievement gap, delivering phenomenal outcomes for all students in underserved communities. We accomplish this by developing top tier teams of educators who continuously improve innovative schools. That is how we create leaders for a changing world.

#### Mission: Version #2

Navigator Schools creates leaders for a changing world by eliminating the achievement gap, delivering phenomenal outcomes for all students in underserved communities through developing top-tier teams of educators who continuously improve innovative schools.

#### **IV. Core Values**

The board reviewed and discussed core values. Participants wondered if the values were for students or adults (or both). The pros and cons of GPS and HPS having different sets of values was considered.

#### **V. Board Role and Goals**

The board reviewed the results of a brief survey completed by school administrators. The survey consisted of two questions.

1. What areas of focus do you think the board should consider prioritizing in the 2017/18 school year?
2. What are ways the board can support the staff in achieving the organization's goals?

The conversation included a consideration different types of boards and which type of board would be most effective for Navigator's expansion efforts. Challenges concerning multi-county CMOs and board composition, procedures, and effectiveness were considered. A major theme that emerged was the importance of delineating the role and responsibilities of the board versus the role and responsibilities of the staff. This theme incorporated the topic of communication within the organization and its evolution from the past and present into the future. The session ended with a return to the strategic plan and the vision and promise of Navigator Schools. The board chair reiterated her opening statement: it is customary to overestimate what we can do in a single year and to underestimate what we can accomplish in five.

DRAFT



# Navigator Schools

## Minutes

### Governance Committee Meeting

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#### Date and Time

Thursday October 5, 2017 at 10:30 AM

#### Location

Conference Room, Support Office, Navigator Schools, 650 San Benito Street, Suite 230, Hollister, CA 95023

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#### Teleconference Locations

- 5858 Horton Street, Suite 451, Emeryville, CA 94608
- 2805 Bowers Avenue, Santa Clara, CA 95051
- 1171 Homestead Road, Santa Clara, CA 95050

#### Teleconference Instructions

- Meeting ID: 173 265 188
- Dial by phone: 1 (646) 8760-9923
- Join from PC, Mac, Linux, iOS or Android: <https://navigatorschools.zoom.us/j/173265188>

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#### Committee Members Present

A. Gallegos-Fambrini (remote), C. Wright (remote), K. Sved

#### Committee Members Absent

J. Anderson

#### Guests Present

Josh Van Dyke, K. Carr, S. Martin

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#### I. Opening Items

### **A. Record Attendance and Guests**

We were joined by one guest today (Josh Van Dyke, Hollister Prep School Parent Club).

### **B. Call the Meeting to Order**

C. Wright called a meeting of the Governance committee of Navigator Schools to order on Thursday Oct 5, 2017 @ 10:35 AM at Conference Room, Support Office, Navigator Schools, 650 San Benito Street, Suite 230, Hollister, CA 95023.

### **C. Approve Minutes**

Caitrin requested that we create a condensed version of the notes from the August board retreat. The minutes of the prior committee were approved without corrections or additions.

Sean will create a condensed version of the August retreat notes.

## **II. Governance**

### **A. Board Retreat: Review & 2017-18 Goals**

Caitrin mentioned the McKinsey diagnostic and how a board decides what makes it distinctive. What type of board are we now and what type of board do we need to be? She suggested that we clarify board goals and solicited Kevin's opinion.

Kevin mentioned that there was a consensus regarding the geographic make-up and priorities of the board.

Caitrin mentioned that it is important that we are connected to the community (those that we currently serve and those we will serve in the future.)

Alicia agreed that geography is important as well as reflecting the community we serve. She asked Kevin to speak of any gaps in effectiveness based on his perspective. What type of board are we now? What strengths and gaps do we have in terms of effectiveness related to our goals and mission?

Kevin shared that we need more connections on the board level with communities that we have identified as growth partners. We also should pursue adding additional expertise in development (fundraising and philanthropy) and facilities. The facilities piece will be a key element of our expansion efforts, in addition to maintaining and developing GPS and HPS.

Caitrin sought clarification regarding the definition of philanthropy. Kevin defined it as the means to provide major contributions and to promote major contributions from new supporting partners.

Kirsten added that it is important to identify "connection-makers" in the community (including on a political level).

Caitrin requested more feedback from attendees regarding board priorities. Kevin mentioned expansion, CEO evaluation, and board engagement in the renewal process. Kirsten mentioned recruitment, socio-emotional learning, and continuous improvement. Alicia's three main suggestions were CEO growth, organizational and school growth (including developing a strong staff and culture in addition to school expansion), and monitoring and ensuring we meet our mission.

Kevin added that it would be valuable to improve board effectiveness and efficiency. Sean added that BoardOnTrack can support the development of many of those needs. He also added that it would be important for the board to establish an evidence-based system (dashboard) to track mission fidelity and success.

Caitrin summarized the discussion and its major points. She will develop and share this summary as a document to be reviewed at future meetings.

## **B. Committee Annual Planning**

This item reordered to appear at end of agenda (last item). Ultimately, this item was deferred to a future meeting.

## **C. Board Member Recruitment**

This discussion began at 11:12 (this item was reordered on the agenda).

Caitrin was interested in why we may not have made as much progress in this area as we would have liked (last year). She asked attendees to identify past challenges in this area (relating to identifying and cultivating potential board candidates). Kevin and Kirsten mentioned they needed to spend more time on this issue. Kevin praised Kirsten's involvement in Rotary. Kirsten also mentioned recent tours and visitors. She feels better about the objectives of these meetings, in part because she has learned more about staging such conversations with clarity. Caitrin recognized the complex nature of the cultivation timeline.

Caitrin wondered how board members might make or find more time to become involved in this process. Caitrin offered to support this process directly and discussed examples of increased participation.

Alicia mentioned that new board members are settled in now and that this issue can now be addressed (and should be addressed) with more urgency. Alicia suggested that Kevin might consider identifying exact needs and areas of strength of a new member (or members) that current board members can recruit.

## **D. Committee Dashboard Goals**

This item was deferred to a future meeting.

# **III. Closing Items**

## **A. Schedule Next Meeting(s)**

The committee identified November 7th and 9th as a potential meeting dates.

## **B. Adjourn Meeting**

Caitrin thanked participants and adjourned the meeting at 11:28. Alicia offered congratulations in honor of our recent SBAC scores.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 11:28 PM.

Respectfully Submitted,  
S. Martin

# Coversheet

## Mission Statement

**Section:** VII. Other Business  
**Item:** A. Mission Statement  
**Purpose:** Vote  
**Submitted by:** Kevin Sved  
**Related Material:** Mission Memo 2017\_10\_24.pdf

**RECOMMENDATION:**

It is recommended that the Board approve the proposed Mission Statement



Date: October 19, 2017

To: Board of Directors

From: Kevin Sved, CEO

Re: New Navigator Schools Mission Statement

### **Recommendation**

It is recommended that the Board adopt the proposed Mission Statement:

*Navigator Schools equips students to become learners and leaders in high school, college, and beyond. We develop top-tier teams of educators who continuously improve and innovate schools that deliver phenomenal outcomes for all students, regardless of their circumstances.*

### **Background**

Early in the strategic planning process adopted by the Board, it was decided that Navigator School stakeholders would revisit and potentially revise the organization's latest approved mission statement, which is as follows:

Navigator's mission is to drive phenomenal student achievement by developing top tier teachers and leaders who consistently improve innovative classrooms and schools.

Director of Human Resources, Melissa Alatorre Alnas, managed the process to revisit the mission statement, including obtaining and included appropriate stakeholder input. Key touch points in the process included:

#### June 2017

Parents, students, staff, and Board members were asked to share "three words that represent Navigator." GPS and HPS staff provided input on updating and refining our mission statement.

#### July/August 2017

Committee meetings, cross-site ELT meetings, director meetings, and further staff input resulted in two draft mission statements that were presented to the Board on August 17. Board feedback was provided and incorporated into the new mission statement, replacing "achievement gap" or "disadvantaged" with "regardless of circumstances".

#### September 2017

CEO, CAO, principals, and directors met to update and refine mission and values based on all input.

#### October 2017

Navigator staff were surveyed via Google forms for input on mission October 18-19. As of today (October 19), 52 out of 52 respondents indicated that they support the new version of the mission statement as is, and 50 out of 52 did so without comments or questions.

### **Summary**

After an extensive and inclusive process, the Navigator Schools Support Office leadership team, site principals, and CEO support adopting a new mission statement and seek the Board's support.

# Coversheet

## Charter Renewals

**Section:** VII. Other Business  
**Item:** B. Charter Renewals  
**Purpose:** Vote  
**Submitted by:** Kevin Sved, Kirsten Carr  
**Related Material:** Charter Mem Upd Pet 2017\_10\_24.pdf  
Charter Renewal Presentation 2017\_10\_24.pdf

**RECOMMENDATION:**

It is recommended that the Board authorize the CEO to submit Charter Renewal Petitions for Gilroy Prep and Hollister Prep in substantially the same form as the draft Gilroy Prep Charter Renewal Petition provided to the Board on October 12, 2017.



Date: October 18, 2017

To: Board of Directors

From: Kevin Sved, CEO

Re: Authorization to Submit Charter Renewal Petitions for Gilroy Prep and Hollister Prep

### **Recommendation**

It is recommended that the Board authorize the CEO to submit Charter Renewal Petitions for Gilroy Prep and Hollister Prep in substantially the same form as the draft Gilroy Prep Charter Renewal Petition provided to the Board on October 12, 2017 with adjustments to enrollment preference and transitional kindergarten as noted below.

### **Background**

The current charters for Gilroy Prep School (GPS) and Hollister Prep School (HPS) expire June 30, 2018. Staff drafted charter renewal petitions and incorporated latest best practice, California Charter School Association feedback, and ultimately guidance and feedback provided by Navigator's legal counsel, Young, Minney, and Corr. Director of Community Outreach, Kirsten Carr, is shepherding the charter renewal process and provided a detailed memorandum to the Board on October 12, 2017 that outlines the process and plan for receiving sponsoring district approval. With the Navigator Board's authorization, staff will refine the current format of the Gilroy Prep petition and then use it as a detailed template for the Hollister Prep petition, adjusting basic details as appropriate including school name, sponsoring districts, grade levels, and academic results.

Staff recommends the following substantive adjustments to the draft charter regarding admission preference and transitional kindergarten.

### Admission Preference

A key adjustment to the draft provided is admission preferences in the case of a public random drawing. Staff recommends that preference shall be given to students in the following order:

1. Siblings of enrolled students
2. Children of employees of Navigator Schools (limited to 5% of total enrollment)
3. Residents of the Gilroy Unified School District
4. Applicants eligible for free or reduced-price meals
5. All other applicants

In the case of Hollister Prep, enrollment preference is recommended as follows:

1. Siblings of enrolled students
2. Children of employees of Navigator Schools (limited to 5% of total enrollment)
3. Students in the R.O. Hardin attendance area
4. Residents of the Hollister Unified School District
5. Applicants eligible for free or reduced-price Meals
6. All other applicants

### Transitional Kindergarten

The draft Gilroy Prep charter renewal petition does not include transitional kindergarten. Our sponsoring districts prefer that Navigator not operate transitional kindergarten at this time. Young, Minney, and Corr (YMC) contend that charter schools are not required to operate transitional kindergarten. Nonetheless, the state board and some county boards have required transitional kindergarten be included in elementary charter schools. Due to the potential conflicts of opinion, and the potential desire for Navigator and the sponsoring district to collaborate on transitional kindergarten during the new five-year term of the charter, staff recommends working with YMC to add a clause to the petition that will address this issue and provide the desired flexibility and necessary legal protection through the authorization process.

### **Summary**

Staff seeks Board approval to submit Charter Renewal Petitions for Gilroy Prep and Hollister Prep in substantially the same form as the draft Gilroy Prep Charter Renewal Petition provided to the Board on October 12, 2017 with adjustments to enrollment preference and transitional kindergarten as discussed.



Date: October 12, 2017

To: Navigator Schools Board of Directors

From: Kirsten Carr

Re: Charter Renewals for both Gilroy & Hollister Prep Schools

### **Update**

Below is information on the charter renewal process for both Gilroy & Hollister Prep Schools. As well, highlighted are two areas staff is requesting attention and/or guidance.

## **1. Process**

### **a. Renewal Petition**

- i. Staff began working on the renewal petition in March of this year, reviewing current petitions for both sites, aligning the two, and refining the necessary elements, instructional model, and overall petition.
- ii. Staff reviewed the board reports which accompanied the rejections from both Salinas City School & Alisal Unified School districts to address the areas of concern from each.
- iii. Petition was reviewed by all members of the cross-site leadership team, with specific attention to the English Language Development portion.
- iv. Petition was reviewed by legal counsel with edits incorporated into submitted version.
- v. Five-year budget projections prepared by Bryan Adams will be included.

### **b. Board approval preparation**

- i. Both superintendents and members of the authorizing board of trustees will be invited to meet with site and organizational leadership and tour the schools. Dr. Flores (GUSD) and two members of the GUSD board toured GPS in September and discussed the renewal and their area of focus.
- ii. Renewals will be submitted with a letter of introduction as well as letters of support from current parents.
- iii. Board hearing plan – below is the plan for the actual board presentation
  1. Intro video – brief look into day of a Navigator
  2. Speakers – student, parent, teacher, community member, principal, CEO, board member
- iv. Submission date – pending Navigator Schools Board approval, submit to both Gilroy Unified School and Hollister School districts, November 6.
- v. Hearing dates – GUSD has board meetings: December 14, 2017 and January 18, 2018; HSD has board meetings November 28, 2017, December 12, and January 23.

## 2. **Areas of Focus**

Staff is asking for special attention and/or input on the areas below:

- a. The Charter School Board of Directors will attend an annual in-service for the purposes of training individual Board members on their responsibilities with topics to include, at minimum, conflicts of interest and the Brown Act. (added by YMC)
- b. Admission preferences in the case of a public random drawing shall be given to students in the following order:
  - i. Siblings of enrolled students
  - ii. Children of employees of Navigator Schools (limited to 5% of total enrollment)
  - iii. Applicants eligible for Free or Reduced Price Meals
  - iv. Residents of the Gilroy Unified School District
  - v. All other applicants



# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023



## Table of Contents

1	Introduction
2	Purpose and Mission
3	History
4	1. Governance
5	2. Academic
6	3. Financial
7	4. Facilities
8	5. Personnel
9	6. Community
10	7. Safety
11	8. Technology
12	9. Transportation
13	10. Special Programs
14	11. Other
15	Appendix
16	Conclusion

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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## Charter Renewal Requirements

### Evidence of Meeting Charter Renewal Standards Pursuant to Education Code Section 47607(b) and the California Code of Regulations, Title 5, Section 11966.4(a)(1)

47607(b) requires that the charter school demonstrate that it is in compliance with the standards for charter schools set forth in the California Code of Regulations, Title 5, Section 11966.4(a)(1).

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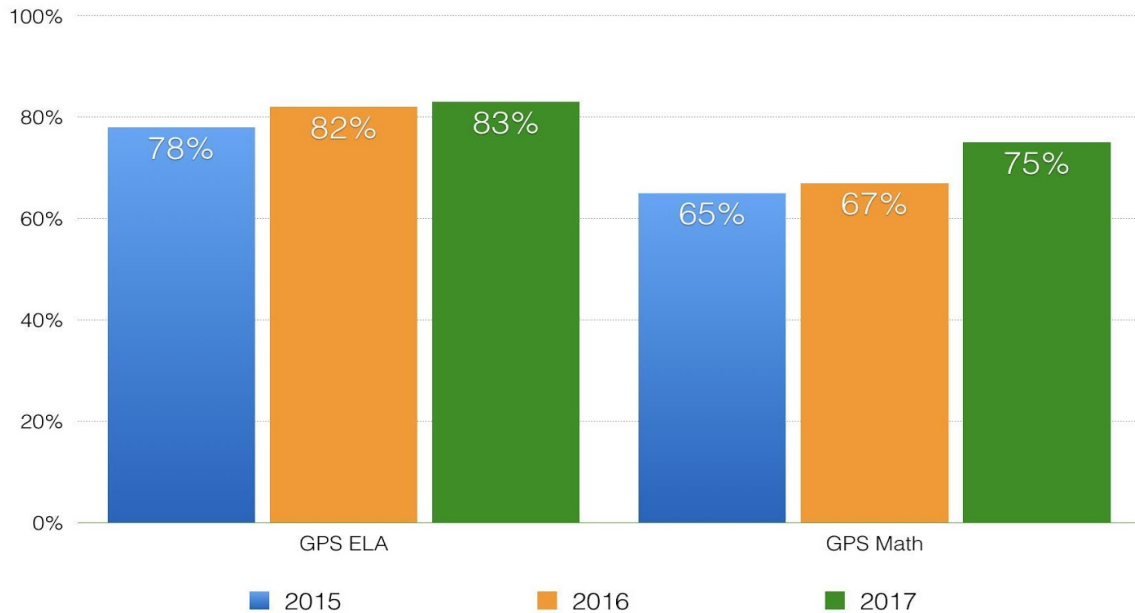
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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## GPS Results – Gilroy Prep School



GPS results for ELA and Math are shown for the years 2015, 2016, and 2017. The chart shows that GPS ELA scores have increased from 78% in 2015 to 83% in 2017. GPS Math scores have also increased from 65% in 2015 to 75% in 2017.

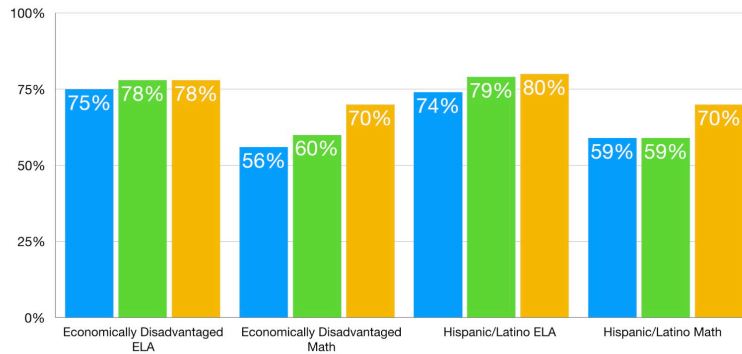
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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

The charts and tables featured below will be replaced with new visuals which are currently under development.

## GPS Subgroup Growth 2015-2017



GPS Subgroup Growth 2015-2017

GPS Subgroup Growth 2015-2017

Subgroup	2015	2016	2017
Economically Disadvantaged ELA	75%	78%	78%
Economically Disadvantaged Math	56%	60%	70%
Hispanic/Latino ELA	74%	79%	80%
Hispanic/Latino Math	59%	59%	70%



## NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

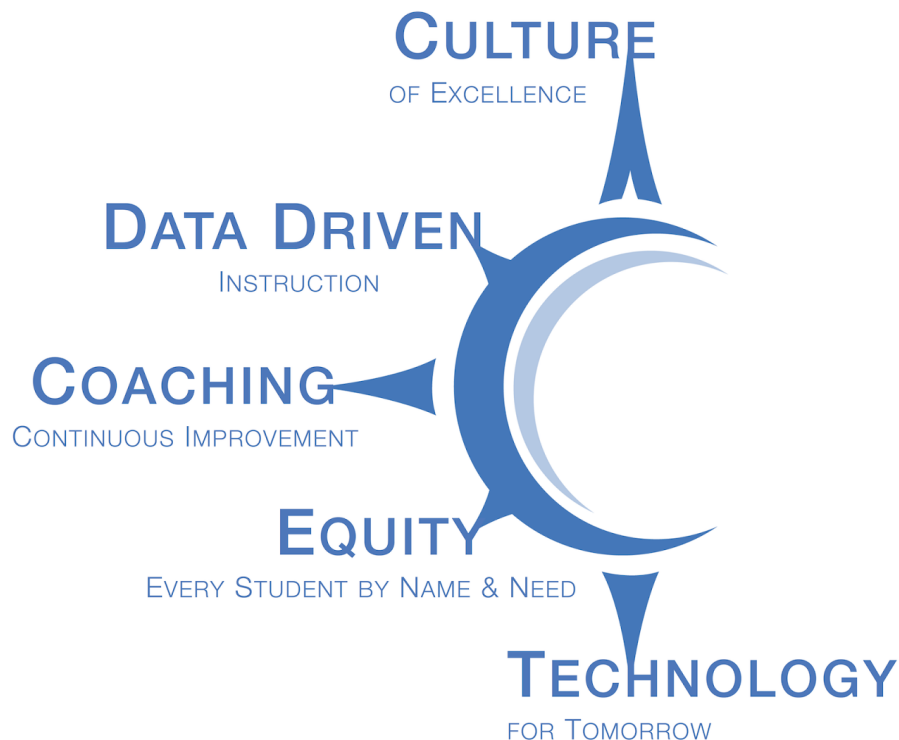


# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## Element 1: Educational Philosophy and Goals

“The educational program of the charter school, designed, among other things, to identify those whom the charter school is attempting to educate, what it means to be an “educated person” in the 21<sup>st</sup> century, and how learning best occurs. The goals identified in that program shall include the objective of enabling pupils to become self motivated, competent, and lifelong learners.”

“The annual goals for the charter school for all pupils and for each subgroup of pupils identified pursuant to Section 52052, to be achieved in the state priorities, as described in subdivision (d) of Section 52060, that apply for the grade levels served, or the nature of the program operated, by the charter school, and specific annual actions to achieve those goals. A charter petition may identify additional school priorities, the goals for the school priorities, and the specific annual actions to achieve those goals.”



# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## Our Principles

### Mission:

Navigator Schools equips students to be learners and leaders in high school, college, and beyond. We develop top-tier teams of educators who continuously improve and innovate schools that deliver phenomenal outcomes for all students, regardless of their circumstances.

### Vision:

Navigator Schools is improving our communities through education.

### Our Goals are to:

- Provide high-quality, personalized learning experiences for all students, regardless of their background or ability.
- Develop a culture of continuous improvement and innovation among our educators and leaders.
- Foster a strong sense of community and belonging among our students and staff.
- Provide a safe and secure environment for all students and staff.
- Develop a strong relationship with our local community and stakeholders.
- Provide a high-quality, personalized learning experience for all students, regardless of their background or ability.
- Develop a culture of continuous improvement and innovation among our educators and leaders.
- Foster a strong sense of community and belonging among our students and staff.
- Provide a safe and secure environment for all students and staff.
- Develop a strong relationship with our local community and stakeholders.

### Navigator Schools believes:

- Every student has the potential to succeed.
- Every educator has the potential to make a difference.
- Every community has the potential to thrive.
- Every leader has the potential to inspire.
- Every student has the potential to lead.
- Every educator has the potential to make a difference.
- Every community has the potential to thrive.
- Every leader has the potential to inspire.
- Every student has the potential to lead.

Navigator Schools is committed to providing a high-quality, personalized learning experience for all students, regardless of their background or ability. We believe that every student has the potential to succeed, and we are committed to providing the resources and support needed to help them reach their full potential. We believe that every educator has the potential to make a difference, and we are committed to providing the resources and support needed to help them reach their full potential. We believe that every community has the potential to thrive, and we are committed to providing the resources and support needed to help them reach their full potential. We believe that every leader has the potential to inspire, and we are committed to providing the resources and support needed to help them reach their full potential. We believe that every student has the potential to lead, and we are committed to providing the resources and support needed to help them reach their full potential.

# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

**Students to be served** The school district is committed to providing a high-quality education for all students. In 2011, the school district was awarded a charter for 10 years. During this time, the school district has made significant progress in improving student achievement and closing the achievement gap. The school district has implemented a variety of strategies, including differentiated instruction, data-driven decision making, and professional development for teachers. As a result, student achievement has improved significantly. The school district is committed to continuing these efforts and ensuring that all students have the opportunity to succeed. The school district is currently serving approximately 68% of the students in the district. The school district is committed to serving all students and ensuring that they receive a high-quality education.

## Educational Philosophy

The school district's educational philosophy is based on the belief that all students can succeed. The school district is committed to providing a high-quality education for all students and ensuring that they receive the support they need to succeed. The school district is committed to using data to inform decision making and to continuously improve the quality of the education. The school district is committed to providing a safe and supportive learning environment for all students. The school district is committed to fostering a culture of collaboration and shared responsibility. The school district is committed to ensuring that all students have the opportunity to succeed and to achieving the highest possible level of student achievement.

## What it means to be an educated person in the 21<sup>st</sup> Century

An educated person in the 21<sup>st</sup> century is someone who is able to think critically, solve problems, and communicate effectively. The school district is committed to providing students with the skills and knowledge they need to be successful in the 21<sup>st</sup> century. The school district is committed to providing a high-quality education that focuses on developing students' critical thinking, problem-solving, and communication skills. The school district is committed to ensuring that all students have the opportunity to succeed and to achieving the highest possible level of student achievement.

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## Academic Skills

# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

- The Board of Directors of Navigator Schools, Inc. ("Navigator") is pleased to present this petition for the renewal of the Charter for Navigator Schools, Inc. for the period 2018-2023.
- Navigator Schools, Inc. is a non-profit organization that was founded in 1998. It is currently a public charter school serving students in grades K-12 in the San Jose area.
- Navigator Schools, Inc. is a 501(c)(3) organization that is not affiliated with any religious organization. It is a public charter school that is subject to the same laws and regulations as other public schools in the state.
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## How Learning Best Occurs

The Board of Directors of Navigator Schools, Inc. ("Navigator") is pleased to present this petition for the renewal of the Charter for Navigator Schools, Inc. for the period 2018-2023.

## Learning Best Occurs When There is a School wide Expectation of High Achievement

# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

The following information is provided for the purpose of transparency and accountability. The information is provided in a format that is easy to understand and is intended to provide a clear and concise summary of the information. The information is provided in a format that is easy to understand and is intended to provide a clear and concise summary of the information. The information is provided in a format that is easy to understand and is intended to provide a clear and concise summary of the information.

## Learning Best Occurs When Students Have Exceptional Teachers

The following information is provided for the purpose of transparency and accountability. The information is provided in a format that is easy to understand and is intended to provide a clear and concise summary of the information. The information is provided in a format that is easy to understand and is intended to provide a clear and concise summary of the information. The information is provided in a format that is easy to understand and is intended to provide a clear and concise summary of the information.

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## Learning Best Occurs When the Curriculum is Personalized

The following information is provided for the purpose of transparency and accountability. The information is provided in a format that is easy to understand and is intended to provide a clear and concise summary of the information. The information is provided in a format that is easy to understand and is intended to provide a clear and concise summary of the information. The information is provided in a format that is easy to understand and is intended to provide a clear and concise summary of the information.

## Learning Best Occurs When a Variety of Academic Strategies are Used

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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

Navigation Schools/Gilroy Prep School Charter Renewal Petition 2018-2023

- ☐ Navigation Schools/Gilroy Prep School Charter Renewal Petition 2018-2023
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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

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**Teach Like a Champion** 49

The Board of Directors shall have the authority to enter into any agreement or contract with any person or entity for the purpose of providing educational services to the students of the school.

- ☐ **No Opt Out** The Board of Directors shall have the authority to enter into any agreement or contract with any person or entity for the purpose of providing educational services to the students of the school.
- ☐ **Circulate** The Board of Directors shall have the authority to enter into any agreement or contract with any person or entity for the purpose of providing educational services to the students of the school.
- ☐ **Cold Call** The Board of Directors shall have the authority to enter into any agreement or contract with any person or entity for the purpose of providing educational services to the students of the school.
- ☐ **Do Now** The Board of Directors shall have the authority to enter into any agreement or contract with any person or entity for the purpose of providing educational services to the students of the school.
- ☐ **At Bats:** The Board of Directors shall have the authority to enter into any agreement or contract with any person or entity for the purpose of providing educational services to the students of the school.
- ☐ **Exit Ticket** The Board of Directors shall have the authority to enter into any agreement or contract with any person or entity for the purpose of providing educational services to the students of the school.

# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

Each year the Board of Directors reviews the Charter and the performance of the school. The Board of Directors is responsible for the renewal of the Charter and the performance of the school.

**Early Annual Review of Charter** The Board of Directors reviews the Charter and the performance of the school. The Board of Directors is responsible for the renewal of the Charter and the performance of the school.

**Intervention blocks to meet standards** The Board of Directors reviews the Charter and the performance of the school. The Board of Directors is responsible for the renewal of the Charter and the performance of the school.

**Timeline of goals** The Board of Directors reviews the Charter and the performance of the school. The Board of Directors is responsible for the renewal of the Charter and the performance of the school.

**Cooperative Learning** The Board of Directors reviews the Charter and the performance of the school. The Board of Directors is responsible for the renewal of the Charter and the performance of the school.

**Systematic vocabulary instruction** The Board of Directors reviews the Charter and the performance of the school. The Board of Directors is responsible for the renewal of the Charter and the performance of the school.

**Charts/online systems accessible to students and parents** The Board of Directors reviews the Charter and the performance of the school. The Board of Directors is responsible for the renewal of the Charter and the performance of the school.

**Attendance and Absences** The Board of Directors reviews the Charter and the performance of the school. The Board of Directors is responsible for the renewal of the Charter and the performance of the school.

**Final Annual Review of Charter and Standards** The Board of Directors reviews the Charter and the performance of the school. The Board of Directors is responsible for the renewal of the Charter and the performance of the school.



# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## Curriculum

The curriculum is the foundation of the school's educational program. It is a statement of the school's educational philosophy and goals, and it provides a framework for the selection of content, the design of instruction, and the assessment of student learning. The curriculum is a living document that is revised periodically to reflect changes in the field of education and the needs of the school's students.

The curriculum is developed by the school's faculty and is approved by the school board. It is a statement of the school's educational philosophy and goals, and it provides a framework for the selection of content, the design of instruction, and the assessment of student learning. The curriculum is a living document that is revised periodically to reflect changes in the field of education and the needs of the school's students.

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## English Language Arts

The English Language Arts curriculum is designed to provide students with a strong foundation in reading, writing, and speaking. It includes a variety of texts and activities that are designed to engage students and to help them develop their skills in these areas. The curriculum is developed by the school's faculty and is approved by the school board.

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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

The Board of Directors of Navigator Schools/Gilroy Prep School Charter is pleased to announce the renewal of the charter for the 2018-2023 period. The Board has reviewed the school's performance and found it to be in compliance with the state chartering laws and regulations. The school has demonstrated a commitment to providing a high-quality education and has made significant progress in meeting its goals and objectives. The Board is confident that the school will continue to provide a high-quality education and will continue to make progress in meeting its goals and objectives.

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## Professional Development

The Board of Directors of Navigator Schools/Gilroy Prep School Charter is pleased to announce the renewal of the charter for the 2018-2023 period. The Board has reviewed the school's performance and found it to be in compliance with the state chartering laws and regulations. The school has demonstrated a commitment to providing a high-quality education and has made significant progress in meeting its goals and objectives. The Board is confident that the school will continue to provide a high-quality education and will continue to make progress in meeting its goals and objectives.

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## Observation and Feedback

The Board of Directors of Navigator Schools/Gilroy Prep School Charter is pleased to announce the renewal of the charter for the 2018-2023 period. The Board has reviewed the school's performance and found it to be in compliance with the state chartering laws and regulations. The school has demonstrated a commitment to providing a high-quality education and has made significant progress in meeting its goals and objectives. The Board is confident that the school will continue to provide a high-quality education and will continue to make progress in meeting its goals and objectives.

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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## Data meetings

The data meetings were held on October 10, 2017, and October 17, 2017. The meetings were held with the following participants: [List of participants]. The meetings were held to discuss the data collected from the schools and to develop a plan for the future. The data collected from the schools was used to identify areas of strength and areas for improvement. The plan for the future was developed based on the data collected and the areas for improvement identified. The plan for the future includes the following: [List of plan items].

## Navi 101 & Navi 201

The Navi 101 and Navi 201 meetings were held on October 10, 2017, and October 17, 2017. The meetings were held with the following participants: [List of participants]. The meetings were held to discuss the data collected from the schools and to develop a plan for the future. The data collected from the schools was used to identify areas of strength and areas for improvement. The plan for the future was developed based on the data collected and the areas for improvement identified. The plan for the future includes the following: [List of plan items].

## Plan for the needs of diverse learners

The plan for the needs of diverse learners was developed based on the data collected from the schools and the areas for improvement identified. The plan for the future includes the following: [List of plan items].

## Plan for students who are academically low achieving

The plan for students who are academically low achieving was developed based on the data collected from the schools and the areas for improvement identified. The plan for the future includes the following: [List of plan items].

# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

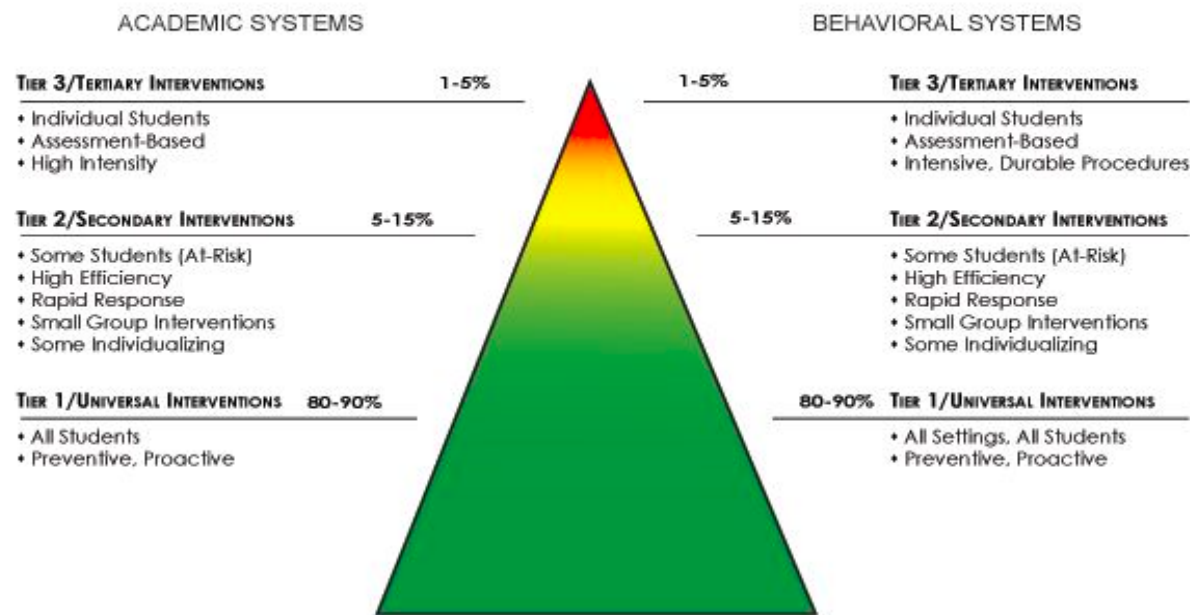
The following information is provided for the purpose of transparency and accountability. The information is provided in a format that is easy to understand and is intended to provide a clear and concise overview of the information. The information is provided in a format that is easy to understand and is intended to provide a clear and concise overview of the information.

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## School-Wide Systems for Student Success: A Response to Intervention (RtI) Model



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NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER  
RENEWAL PETITION 2018-2023

	<p><b>B. Expanding and Enriching Ideas</b></p> <p>_____</p> <p>_____</p> <p><b>C. Connecting and Condensing Ideas</b></p> <p>_____</p> <p>_____</p>
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109 of 293

	<p><input type="checkbox"/> Expanding and enriching ideas</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p><input type="checkbox"/></p>
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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

313 The petitioners request that the Board of Education approve the renewal of the charter for Navigator Schools/Gilroy Prep School for the period 2018-2023.

1. The petitioners request that the Board of Education approve the renewal of the charter for Navigator Schools/Gilroy Prep School for the period 2018-2023.
2. The petitioners request that the Board of Education approve the renewal of the charter for Navigator Schools/Gilroy Prep School for the period 2018-2023.
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## ELD Professional Development

The petitioners request that the Board of Education approve the renewal of the charter for Navigator Schools/Gilroy Prep School for the period 2018-2023.

- The petitioners request that the Board of Education approve the renewal of the charter for Navigator Schools/Gilroy Prep School for the period 2018-2023.
- 2012 The petitioners request that the Board of Education approve the renewal of the charter for Navigator Schools/Gilroy Prep School for the period 2018-2023.
- 2014 The petitioners request that the Board of Education approve the renewal of the charter for Navigator Schools/Gilroy Prep School for the period 2018-2023.
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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

What are the goals of the school? How will the school achieve these goals? How will the school measure success?

- The school will focus on providing a high-quality education for all students, with a particular emphasis on students with special needs. The school will use a variety of strategies to ensure that all students are able to learn and achieve at their highest potential.
- The school will provide a safe and supportive environment for all students, where they can feel comfortable and confident in their learning. The school will also provide a variety of extracurricular activities to help students develop their interests and talents.
- The school will work closely with parents and the community to ensure that all students are able to succeed. The school will also provide a variety of support services to help students overcome any barriers to learning.
- The school will use data to monitor student progress and to inform instruction. The school will also use data to evaluate the effectiveness of its programs and to make improvements as needed.
- The school will provide a variety of professional development opportunities for its staff, to ensure that they are able to provide the highest quality of instruction.
- The school will work to ensure that all students are able to graduate with the skills and knowledge they need to succeed in the 21st-century workforce.

## Plan for students with special needs?

The school will provide a variety of services to support students with special needs, including individualized education plans (IEPs), 504 plans, and other accommodations. The school will also provide a variety of support services, such as counseling, speech therapy, and occupational therapy. The school will work to ensure that all students are able to learn and achieve at their highest potential, regardless of their abilities or disabilities.

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NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER  
RENEWAL PETITION 2018-2023

Charter School Goals and Actions to Achieve the Next State Priorities

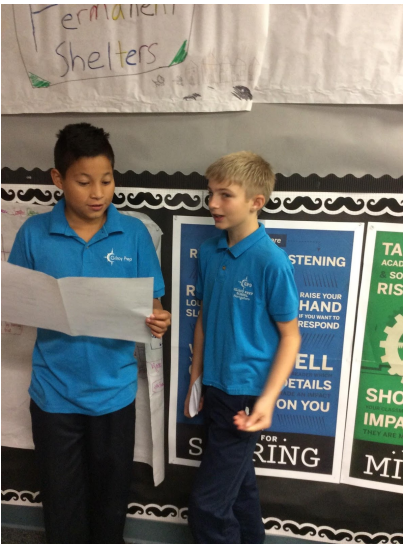
Our school goals are to provide a high quality education for all students, to ensure that all students are safe and healthy, and to ensure that all students are prepared for the future. We will achieve these goals by implementing the following actions:

1. We will ensure that all students are safe and healthy by implementing the following actions:

- We will ensure that all students are safe and healthy by implementing the following actions:

2. We will ensure that all students are prepared for the future by implementing the following actions:

- We will ensure that all students are prepared for the future by implementing the following actions:



# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## Element 2: Measurable Student Outcomes

“The measurable pupil outcomes identified for use by the charter school. ‘Pupil outcomes,’ for purposes of this part, means the extent to which all pupils of the school demonstrate that they have attained the skills, knowledge, and attitudes specified as goals in the school’s educational program. Pupil outcomes shall include outcomes that address increases in pupil academic achievement both schoolwide and for all groups pupils served by the charter school, as that term is defined in subparagraph (B) of paragraph (3) of subdivision (a) of Section 47607. The pupil outcomes shall align with the state priorities, as described in subdivision (d) of Section 52060, that apply for the grade levels served, or the nature of the program operated, by the charter school.” Education Code Section 47605(b)(5)(B).

### Goals, Objectives and Measurable Outcomes Aligned with the State Priorities

47605(b)(5)(B) requires that the measurable pupil outcomes identified for use by the charter school align with the state priorities. The state priorities are defined in Section 52060 of the Education Code. The measurable pupil outcomes shall include outcomes that address increases in pupil academic achievement both schoolwide and for all groups pupils served by the charter school, as that term is defined in subparagraph (B) of paragraph (3) of subdivision (a) of Section 47607. The pupil outcomes shall align with the state priorities, as described in subdivision (d) of Section 52060, that apply for the grade levels served, or the nature of the program operated, by the charter school.” Education Code Section 47605(b)(5)(B).

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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## Element 3: Methods of Assessment

“The method by which pupil progress in meeting those pupil outcomes is to be measured. To the extent practicable, the method for measuring pupil outcomes for state priorities shall be consistent with the way information is reported on a school accountability report card.” Education Code Section 47605(b)(5)(C).

The school will use a variety of assessment methods to measure student progress. These include formative assessments, summative assessments, and standardized tests. The school will also use data from these assessments to inform instruction and to identify students who need additional support. The school will ensure that all students have access to the same quality of education and that all students are challenged to reach their full potential.

### Instructional Objectives and Assessments

The school will use a variety of assessment methods to measure student progress. These include formative assessments, summative assessments, and standardized tests. The school will also use data from these assessments to inform instruction and to identify students who need additional support. The school will ensure that all students have access to the same quality of education and that all students are challenged to reach their full potential.

### Instructional Objectives and Assessments

The school will use a variety of assessment methods to measure student progress. These include formative assessments, summative assessments, and standardized tests. The school will also use data from these assessments to inform instruction and to identify students who need additional support. The school will ensure that all students have access to the same quality of education and that all students are challenged to reach their full potential.

	Instructional Objectives	Assessments	Formative Assessments	Summative Assessments	Standardized Tests	Other Assessments
2017-2018	Instructional Objectives	Assessments	Formative Assessments	Summative Assessments	Standardized Tests	Other Assessments
3rd Grade	Instructional Objectives	Assessments	Formative Assessments	Summative Assessments	Standardized Tests	Other Assessments

The base and head inventories of the target language are represented by the following sets of symbols:

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Annual state and federal assessments are required for all public schools. These assessments are used to measure student learning and to evaluate school performance. The results of these assessments are used to inform educational policy and practice. The state and federal governments use the results of these assessments to allocate funds to schools and to monitor the progress of the education system. The results of these assessments are also used to identify areas where schools need improvement and to develop strategies to address these needs. The results of these assessments are also used to inform the public about the quality of the education system and to help parents make decisions about their children's education.

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125 of 293

# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

The petition for the renewal of the Gilroy Prep School Charter for the period 2018-2023 is being submitted to the Board of Education. The petition is being submitted by the Gilroy Prep School Board of Directors, who are the legal representatives of the school. The petition is being submitted in accordance with the provisions of the California Education Code, which require that a charter school submit a petition for renewal to the local educational agency (LEA) at least 180 days before the expiration of the charter.

## Petition for Renewal of Charter

The Gilroy Prep School Board of Directors is submitting this petition for the renewal of the school's charter for the period 2018-2023. The school has a strong track record of academic achievement and has been recognized as a National Blue Ribbon School. The school has also been recognized as a National Charter School Award School. The school has a strong financial record and has been able to maintain a high level of operational efficiency.

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“The governance structure of the charter school including, but not limited to, the process to be followed by the charter school to ensure parental involvement.” Education Code Section 47605(b)(5)(D)

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## Goals of the Project

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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## Composition of Navigator Schools Board of Directors

The Board of Directors of Navigator Schools is composed of 12 members, including the following:

- Mr. [Name] - President
- Mr. [Name] - Vice President
- Mr. [Name] - Treasurer
- Mr. [Name] - Secretary
- Mr. [Name] - Director
- Mr. [Name] - Director
- Mr. [Name] - Director
- Mr. [Name] - Director
- Mr. [Name] - Director
- Mr. [Name] - Director
- Mr. [Name] - Director

## 2017-18 Board of Directors

The Board of Directors of Navigator Schools is composed of 12 members, including the following:

- Mr. [Name] - President
- Mr. [Name] - Vice President
- Mr. [Name] - Treasurer
- Mr. [Name] - Secretary
- Mr. [Name] - Director
- Mr. [Name] - Director
- Mr. [Name] - Director
- Mr. [Name] - Director
- Mr. [Name] - Director
- Mr. [Name] - Director
- Mr. [Name] - Director

The Board of Directors of Navigator Schools is composed of 12 members, including the following:

4764

## Board Meetings and Responsibilities

The Board of Directors of Navigator Schools is composed of 12 members, including the following:

- Mr. [Name] - President
- Mr. [Name] - Vice President
- Mr. [Name] - Treasurer
- Mr. [Name] - Secretary
- Mr. [Name] - Director
- Mr. [Name] - Director
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“The qualifications to be met by individuals to be employed by the charter school.” Education Code Section 47605(b)(5)(E)

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- 130 of 293

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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

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## Teachers

The teachers of the school are committed to providing a high quality education for all students. They are committed to providing a high quality education for all students. They are committed to providing a high quality education for all students.

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## NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

### Evaluation

The evaluation of the Charter School's performance is a critical component of the renewal process. The evaluation is conducted by the State Board of Education and the State Office of Education. The evaluation is based on the Charter School's performance in the areas of student achievement, financial management, and governance. The evaluation is conducted annually and is a key factor in the renewal decision.

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### Challenges and Benefits

The Charter School faces several challenges in the renewal process. These challenges include the need to demonstrate student achievement, financial management, and governance. The Charter School also faces the challenge of competing for funding and resources. Despite these challenges, the Charter School offers several benefits to the community. These benefits include the provision of a high-quality education, the promotion of student achievement, and the support of the local economy.

The Charter School is committed to providing a high-quality education for all students. The Charter School is committed to promoting student achievement and supporting the local economy. The Charter School is committed to providing a high-quality education for all students.







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“The means by which the school will achieve a racial and ethnic balance among its pupils that is reflective of the general population residing within the territorial jurisdiction of the school district to which the charter petition is submitted.” Education Code Section 47605(b)(5)(G).

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## NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

### Table 2: Core Unit

The Core Unit is the primary unit of the Navigator Schools. It is responsible for the day-to-day operations of the schools and for the implementation of the strategic plan. The Core Unit is composed of the following departments:

- Academic Services
- Administrative Services
- Financial Services
- Human Resources
- Information Technology
- Legal Services
- Marketing and Communications
- Operations and Maintenance
- Student Services
- Support Services

### Table 3: Financial & Personnel Balance

The Financial & Personnel Balance is a key indicator of the Navigator Schools' financial health. It is calculated as the difference between the total revenue and the total expenses. The balance is positive when revenue exceeds expenses, and negative when expenses exceed revenue. The balance is a critical factor in determining the schools' ability to sustain their operations and to invest in their future.

“Admission requirements, if applicable.” Education Code Section 47605(b)(5)(H).

## Real Issues

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“The manner in which annual, independent financial audits shall be conducted, which shall employ generally accepted accounting principles, and the manner in which audit exceptions and deficiencies shall be resolved to the satisfaction of the chartering authority.” Education Code Section 47605(b)(5)(I)

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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## Article 10: Suspension and Expulsion Procedures

“The procedures by which pupils can be suspended or expelled.” Education Code Section 47605(b)(5)(J)

The purpose of this article is to establish procedures for the suspension and expulsion of students. The procedures shall be consistent with the provisions of the Education Code, specifically sections 48900 et seq. and 48901 et seq. The procedures shall be designed to ensure that students who are suspended or expelled are given the opportunity to be heard and to present their case. The procedures shall also ensure that the suspension or expulsion is based on the facts and is not arbitrary or capricious. The procedures shall be designed to ensure that the suspension or expulsion is in the best interests of the student and the school community.

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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

1. The Board of Directors of Navigator Schools/Gilroy Prep School Charter is pleased to announce that the Board has approved the renewal of the Charter for the year 2018-2023. The Board has also approved the renewal of the Charter for the year 2018-2023.

2. The Board of Directors of Navigator Schools/Gilroy Prep School Charter is pleased to announce that the Board has approved the renewal of the Charter for the year 2018-2023. The Board has also approved the renewal of the Charter for the year 2018-2023.

3. The Board of Directors of Navigator Schools/Gilroy Prep School Charter is pleased to announce that the Board has approved the renewal of the Charter for the year 2018-2023. The Board has also approved the renewal of the Charter for the year 2018-2023.

4. The Board of Directors of Navigator Schools/Gilroy Prep School Charter is pleased to announce that the Board has approved the renewal of the Charter for the year 2018-2023. The Board has also approved the renewal of the Charter for the year 2018-2023.

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9. The Board of Directors of Navigator Schools/Gilroy Prep School Charter is pleased to announce that the Board has approved the renewal of the Charter for the year 2018-2023. The Board has also approved the renewal of the Charter for the year 2018-2023.









82

# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

Navigation Schools/Gilroy Prep School Charter Renewal Petition 2018-2023

Navigation Schools/Gilroy Prep School Charter Renewal Petition 2018-2023

3. The Board of Education shall review the petition and report to the Board of Education within 30 days of the date of the petition.

The Board of Education shall review the petition and report to the Board of Education within 30 days of the date of the petition.

The Board of Education shall review the petition and report to the Board of Education within 30 days of the date of the petition.

4. **Non Retentionally Expendable Offenses:** The Board of Education shall review the petition and report to the Board of Education within 30 days of the date of the petition.

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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

The Board of Directors of Navigator Schools/Gilroy Prep School Charter is pleased to announce the renewal of the charter for the 2018-2023 period. The Board has reviewed the school's performance and financial statements and has determined that the school has met the requirements for renewal. The Board has also reviewed the school's proposed budget and has determined that it is reasonable and appropriate. The Board has therefore voted to renew the charter for the 2018-2023 period.

## Disbursement of Funds

The Board of Directors of Navigator Schools/Gilroy Prep School Charter has approved the following disbursement of funds:

### 1. Disbursement of Funds

The Board of Directors of Navigator Schools/Gilroy Prep School Charter has approved the following disbursement of funds:
 

- For the 2018-2019 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2019-2020 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2020-2021 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2021-2022 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2022-2023 fiscal year, the Board has approved a total disbursement of \$1,000,000.

The Board of Directors of Navigator Schools/Gilroy Prep School Charter has approved the following disbursement of funds:
 

- For the 2018-2019 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2019-2020 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2020-2021 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2021-2022 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2022-2023 fiscal year, the Board has approved a total disbursement of \$1,000,000.

The Board of Directors of Navigator Schools/Gilroy Prep School Charter has approved the following disbursement of funds:
 

- For the 2018-2019 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2019-2020 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2020-2021 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2021-2022 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2022-2023 fiscal year, the Board has approved a total disbursement of \$1,000,000.

### 2. Disbursement of Funds

The Board of Directors of Navigator Schools/Gilroy Prep School Charter has approved the following disbursement of funds:
 

- For the 2018-2019 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2019-2020 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2020-2021 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2021-2022 fiscal year, the Board has approved a total disbursement of \$1,000,000.
- For the 2022-2023 fiscal year, the Board has approved a total disbursement of \$1,000,000.

# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## 3. The Board of Directors shall have the authority to:

1. The Board of Directors shall have the authority to hire, fire, and supervise the principal and other staff members of the school. The Board shall also have the authority to establish the salary schedule for all staff members. The Board shall have the authority to approve the school's budget and to monitor the school's financial performance. The Board shall have the authority to approve the school's policies and procedures. The Board shall have the authority to approve the school's curriculum and to monitor the school's academic performance. The Board shall have the authority to approve the school's extracurricular activities and to monitor the school's overall performance. The Board shall have the authority to approve the school's charter renewal petition.

2. The Board of Directors shall have the authority to hire, fire, and supervise the principal and other staff members of the school. The Board shall also have the authority to establish the salary schedule for all staff members. The Board shall have the authority to approve the school's budget and to monitor the school's financial performance. The Board shall have the authority to approve the school's policies and procedures. The Board shall have the authority to approve the school's curriculum and to monitor the school's academic performance. The Board shall have the authority to approve the school's extracurricular activities and to monitor the school's overall performance. The Board shall have the authority to approve the school's charter renewal petition.

## Authority to Exclude

The Board of Directors shall have the authority to exclude any student who is found to be in violation of the school's policies and procedures. The Board shall also have the authority to exclude any student who is found to be in violation of the school's curriculum and to monitor the school's academic performance. The Board shall have the authority to approve the school's extracurricular activities and to monitor the school's overall performance. The Board shall have the authority to approve the school's charter renewal petition.

## Exclusion Procedures

The Board of Directors shall have the authority to exclude any student who is found to be in violation of the school's policies and procedures. The Board shall also have the authority to exclude any student who is found to be in violation of the school's curriculum and to monitor the school's academic performance. The Board shall have the authority to approve the school's extracurricular activities and to monitor the school's overall performance. The Board shall have the authority to approve the school's charter renewal petition.

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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

Board of Directors

The Board of Directors is pleased to announce the renewal of the Navigator Schools/Gilroy Prep School Charter for the period 2018-2023. The Board has reviewed the school's performance and financial statements and has found them to be satisfactory. The Board has also received input from the school community and has found it to be positive. The Board has therefore decided to renew the charter for the period 2018-2023.

The Board of Directors is also pleased to announce the renewal of the Navigator Schools/Gilroy Prep School Charter for the period 2018-2023. The Board has reviewed the school's performance and financial statements and has found them to be satisfactory. The Board has also received input from the school community and has found it to be positive. The Board has therefore decided to renew the charter for the period 2018-2023.

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Board of Directors

# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

The following information is provided for the public to review the petition for the renewal of the charter for Navigator Schools/Gilroy Prep School for the period 2018-2023. The petition is available for review at the following link: [http://www.navigatorprep.org/charter-renewal-petition-2018-2023](#)

## Presentation of the Evidence

The following information is provided for the public to review the petition for the renewal of the charter for Navigator Schools/Gilroy Prep School for the period 2018-2023. The petition is available for review at the following link: [http://www.navigatorprep.org/charter-renewal-petition-2018-2023](#)

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## Written Notice to the Public

The following information is provided for the public to review the petition for the renewal of the charter for Navigator Schools/Gilroy Prep School for the period 2018-2023. The petition is available for review at the following link: [http://www.navigatorprep.org/charter-renewal-petition-2018-2023](#)

The following information is provided for the public to review the petition for the renewal of the charter for Navigator Schools/Gilroy Prep School for the period 2018-2023. The petition is available for review at the following link: [http://www.navigatorprep.org/charter-renewal-petition-2018-2023](#)

## Summary of the Petition

# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

The Board of Directors of Navigator Schools/Gilroy Prep School Charter is pleased to present to you the 2018-2023 Renewal Petition. This document is a summary of the information that will be presented to the Board of Directors at the October 24, 2017 meeting. The full petition is available on the Navigator Schools/Gilroy Prep School Charter website.

## Board of Directors to Renewal

The Board of Directors of Navigator Schools/Gilroy Prep School Charter is pleased to present to you the 2018-2023 Renewal Petition. This document is a summary of the information that will be presented to the Board of Directors at the October 24, 2017 meeting. The full petition is available on the Navigator Schools/Gilroy Prep School Charter website.

## Excellence in Education/Alternative Education

Navigator Schools/Gilroy Prep School Charter is committed to providing a high-quality education for all students. We offer a variety of programs and services to meet the needs of our students, including individualized learning plans, enrichment activities, and alternative education options. We are proud of our track record of success and our commitment to continuous improvement.

## Education Plans

Navigator Schools/Gilroy Prep School Charter is committed to providing a high-quality education for all students. We offer a variety of programs and services to meet the needs of our students, including individualized learning plans, enrichment activities, and alternative education options. We are proud of our track record of success and our commitment to continuous improvement.

## Board of Directors

The Board of Directors of Navigator Schools/Gilroy Prep School Charter is pleased to present to you the 2018-2023 Renewal Petition. This document is a summary of the information that will be presented to the Board of Directors at the October 24, 2017 meeting. The full petition is available on the Navigator Schools/Gilroy Prep School Charter website.

## Board of Directors for the Consideration of Suspension and Expulsion of Students with Disabilities

### 1. Notification of Suspension

The Board of Directors of Navigator Schools/Gilroy Prep School Charter is committed to providing a high-quality education for all students. We offer a variety of programs and services to meet the needs of our students, including individualized learning plans, enrichment activities, and alternative education options. We are proud of our track record of success and our commitment to continuous improvement.

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164 of 293





“The manner by which staff members of the charter schools will be covered by the State Teachers’ Retirement System, the Public Employees’ Retirement System or federal social security.” Education Code Section 47605(b)(5)(K)

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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## Article 14: Dispute Resolution Process

“The procedures to be followed by the charter school and the entity granting the charter to resolve disputes relating to provisions of the charter.” Education Code Section 47605(b)(5)(N)

### Disputes between Navigator Schools and the Authorizing Entity

The purpose of this article is to establish a process for the resolution of disputes between Navigator Schools and the Authorizing Entity. The process shall be governed by the provisions of the Education Code, specifically Section 47607, which requires the development of a dispute resolution process for charter schools.

The process for dispute resolution shall be initiated by either party to a dispute. The process shall include the following steps: 1. Identification of the dispute; 2. Attempted resolution through negotiation; 3. Mediation; 4. Arbitration; and 5. Litigation. The process shall be designed to be fair, equitable, and efficient. The process shall be governed by the provisions of the Education Code, specifically Section 47607, which requires the development of a dispute resolution process for charter schools.

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NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER  
RENEWAL PETITION 2018-2023

Internal Disputes at 202

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# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## Public Input Session

### Topic

10/24/18 10:00 AM to 11:00 AM

### Questions and Financial Requirements

"The petitioner or petitioners shall also be required to provide financial statements that include a proposed first year operational budget, including startup costs, and cashflow and financial projections for the first three years of operation." Education Code Section 47605(g).

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### Enrollment Projections

The petitioner or petitioners shall also be required to provide financial statements that include a proposed first year operational budget, including startup costs, and cashflow and financial projections for the first three years of operation.

### Verbal Daily Attendance



# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

42238122 and 42238132 are the two separate petitions for the renewal of the charter for Navigator Schools/Gilroy Prep School for the years 2018-2023. The two petitions are separate and distinct from each other and should be considered separately.

## Insurance Coverage

The school district is responsible for providing insurance coverage for the school district's employees and students. The school district is responsible for providing insurance coverage for the school district's employees and students. The school district is responsible for providing insurance coverage for the school district's employees and students.

## Ability and Integrity

The school district is responsible for providing insurance coverage for the school district's employees and students. The school district is responsible for providing insurance coverage for the school district's employees and students. The school district is responsible for providing insurance coverage for the school district's employees and students.

4764 is the school district's annual budget for the year 2018-2023. The school district is responsible for providing insurance coverage for the school district's employees and students. The school district is responsible for providing insurance coverage for the school district's employees and students. The school district is responsible for providing insurance coverage for the school district's employees and students.

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## Administrative Services

"The manner in which administrative services of the school are to be provided." Education Code



# NAVIGATOR SCHOOLS/GILROY PREP SCHOOL CHARTER RENEWAL PETITION 2018-2023

## Appendices

Appendix A	Appendix A: Petition for Renewal of Charter for Navigator Schools/Gilroy Prep School, 2018-2023
Appendix B	Appendix B: Financial Projections, 2018-2023
Appendix C	Appendix C: Organizational Chart
Appendix D	Appendix D: Curriculum Framework
Appendix E	Appendix E: Staffing Plan
Appendix F	Appendix F: Facilities Plan
Appendix G	Appendix G: Marketing Plan
Appendix H	Appendix H: Risk Management Plan
Appendix I	Appendix I: Legal Review
Appendix J	Appendix J: Public Hearing Summary
Appendix K	Appendix K: Board Resolution
Appendix L	Appendix L: Petition for Renewal of Charter, 2018-2023
Appendix M	Appendix M: Financial Projections, 2018-2023
Appendix N	Appendix N: Organizational Chart
Appendix O	Appendix O: Curriculum Framework
Appendix P	Appendix P: Staffing Plan
Appendix Q	Appendix Q: Facilities Plan
Appendix R	Appendix R: Marketing Plan
Appendix S	Appendix S: Risk Management Plan
Appendix T	Appendix T: Legal Review
Appendix U	Appendix U: Public Hearing Summary
Appendix V	Appendix V: Board Resolution
Appendix W	Appendix W: Petition for Renewal of Charter, 2018-2023
Appendix X	Appendix X: Financial Projections, 2018-2023
Appendix Y	Appendix Y: Organizational Chart
Appendix Z	Appendix Z: Curriculum Framework

# Navigator Schools Charter Renewal

October 2017

# Process Review

- Staff reviewed & aligned two current school petitions
  - Refined the necessary elements, instructional model, and overall petition
- Staff reviewed the rejection reports from both Salinas City School & Alisal Unified School districts to address the areas of concern
- Petition was reviewed by all members of the cross-site leadership team, with specific attention to the English Language Development portion
- Petition was reviewed by legal counsel with edits incorporated into submitted version

# District Approval Preparation

- Both superintendents and members of the authorizing board of trustees will be invited to meet with site & Navigator leadership & tour the schools.
- Renewals will be submitted with a letter of introduction as well as letters of support from parents
- Board hearing plan
- Submission date
- Hearing dates

# Admission Preference

A key adjustment to the draft provided is admission preferences in the case of a public random drawing. Staff recommends that preference shall be given to students in the following order:

## GPS

1. Siblings of enrolled students
2. Children of employees of Navigator Schools (limited to 5% of total enrollment)
3. Residents of the Gilroy Unified School District
4. Applicants eligible for free or reduced-price meals
5. All other applicants

## HPS

1. Siblings of enrolled students
2. Children of employees of Navigator Schools (limited to 5% of total enrollment)
3. Students in the R.O. Hardin attendance area
4. Residents of the Hollister School District
5. Applicants eligible for free or reduced-price meals
6. All other applicants

# Coversheet

## Strategic Plan

**Section:** VII. Other Business  
**Item:** C. Strategic Plan  
**Purpose:** Vote  
**Submitted by:** Kevin Sved  
**Related Material:** Strat Plan and Memo 2017\_10\_24.pdf

**RECOMMENDATION:**

It is recommended that the board approve the Navigator Schools' Strategic Plan dated October 24, 2017.



Date: October 19, 2017

To: Board of Directors

From: Kevin Sved, CEO

### **Recommendation**

It is recommended that the Board approve the Navigator Schools' Strategic Plan dated October 24, 2017. The updated SBAC scores are the only changes to the Strategic Plan shared in June.

### **Background**

Following board approval in December 2016, the Navigator team launched a strategic planning process in January 2017 with the support of consultant Andrew Bray. Our leadership team has spent significant time together reflecting on Navigator's strengths and weaknesses as an organization, the opportunities and challenges in the broader landscape in which we operate, and the impact we might pursue in the future. The Board formed a Strategic Planning subcommittee that worked closely with Andrew and Kevin on vetting elements of the strategic plan in advance of Board Meetings. In March 2017, the Board approved the following impact statement – a statement that can serve as a foundation or “north star” to guide our strategy over the next five years.

By 2022, Navigator will become a beacon for outstanding TK-8 education for underserved students throughout the North Central Coast Area by

- growing to five schools serving 2,825 TK-8 students, at least 75% of whom are low-income, in five schools across the North Central Coast (NCC);
- increasing the number of high-performing K-8 schools in the NCC that serve at least 60% low-income students by 500%; and
- inspiring improved performance at NCC districts by operating schools that are in the top 10% of high-achieving schools in the state and partnering with aligned districts to train their educators.

Based on the Board approval of the Impact Statement, staff and consultant continued to work with the Board to design a strategic plan to achieve this impact. Draft plans were shared with Board Members for input that refined the final plan that was submitted to the Board in June 2017 along with access to the detailed 10-year financial projections developed by Bryan Adams. The financial projections will be adjusted as more details emerge regarding facilities projects, public funding rates, and personnel requirements. During the Board's retreat in August 2017, the Board discussed the role of the Board in implementing the Strategic Plan.

### **Summary**

It is recommended that the Board approve the Navigator Schools' Strategic Plan dated October 24, 2017. This is the same Strategic Plan shared in June 2017 with updated SBAC Scores.



# Strategic Plan

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June 2017



# Agenda

- ✓ Introduction
- ✓ Our School Model
- ✓ Growth Strategy
- ✓ Support Office
- ✓ Talent
- ✓ Finance & Fundraising
- ✓ Lessons & Risk Mitigation





# Introduction



# Our Mission

Navigator's mission is to drive phenomenal student achievement by developing top tier teachers and leaders who consistently improve innovative classrooms and schools.

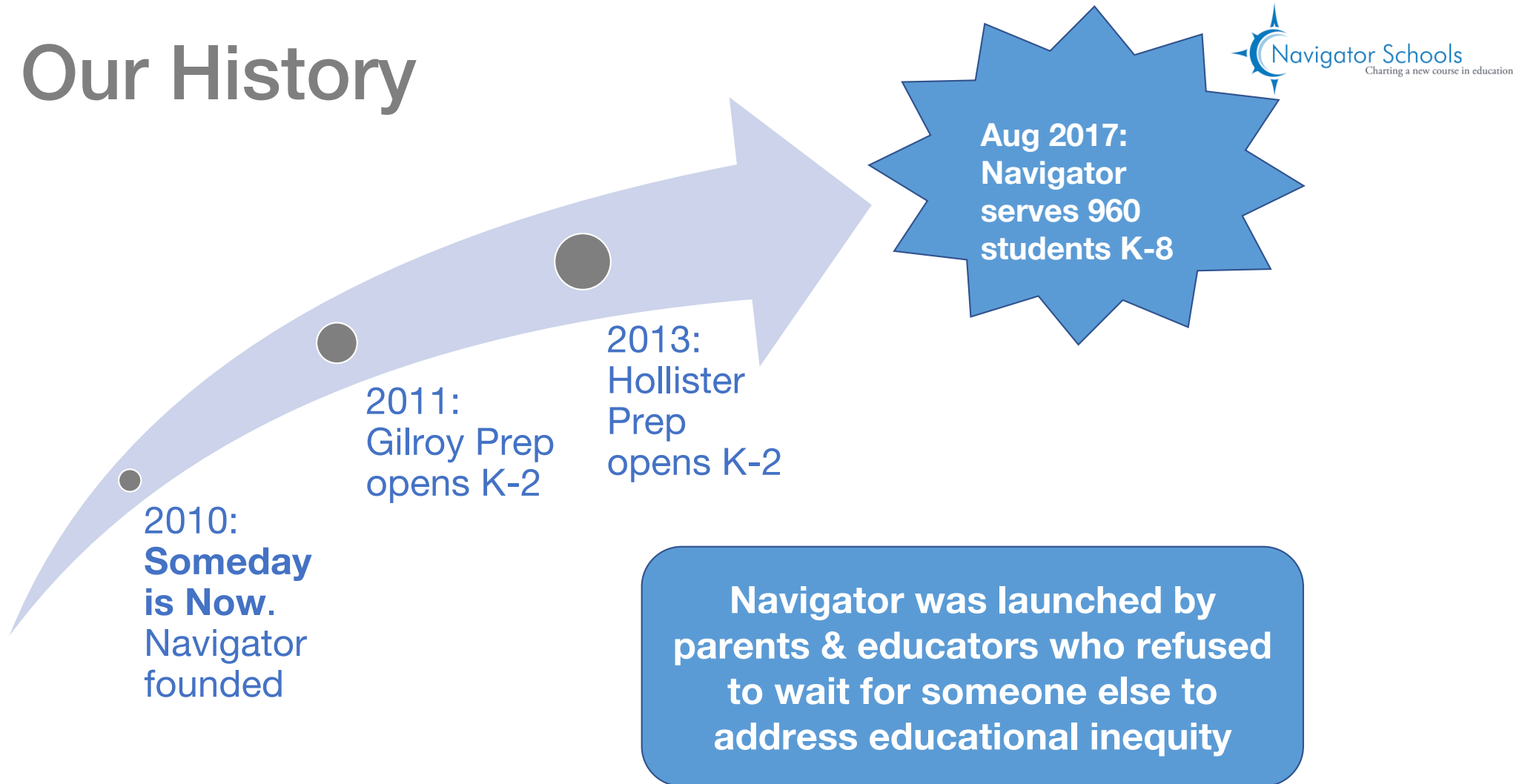


**NAVIGATORS**  
**ALWAYS**  
Persevere • Strive for the Goal  
Display Positive Attitudes  
**CONTINUE**  
Developing Their Potential  
**EVOLVING**



We are values-driven in everything we do.

# Our History





# Leadership Team



Kevin Sved  
Chief Executive Officer



Melissa Alatorre Alnas  
Director of Human Resources



Kirsten Carr  
Director of Community Outreach



James Dent  
CAO/GPS Principal



Benjamin Moeller  
Director of IT & Operations



Heather Parsons  
HPS Principal

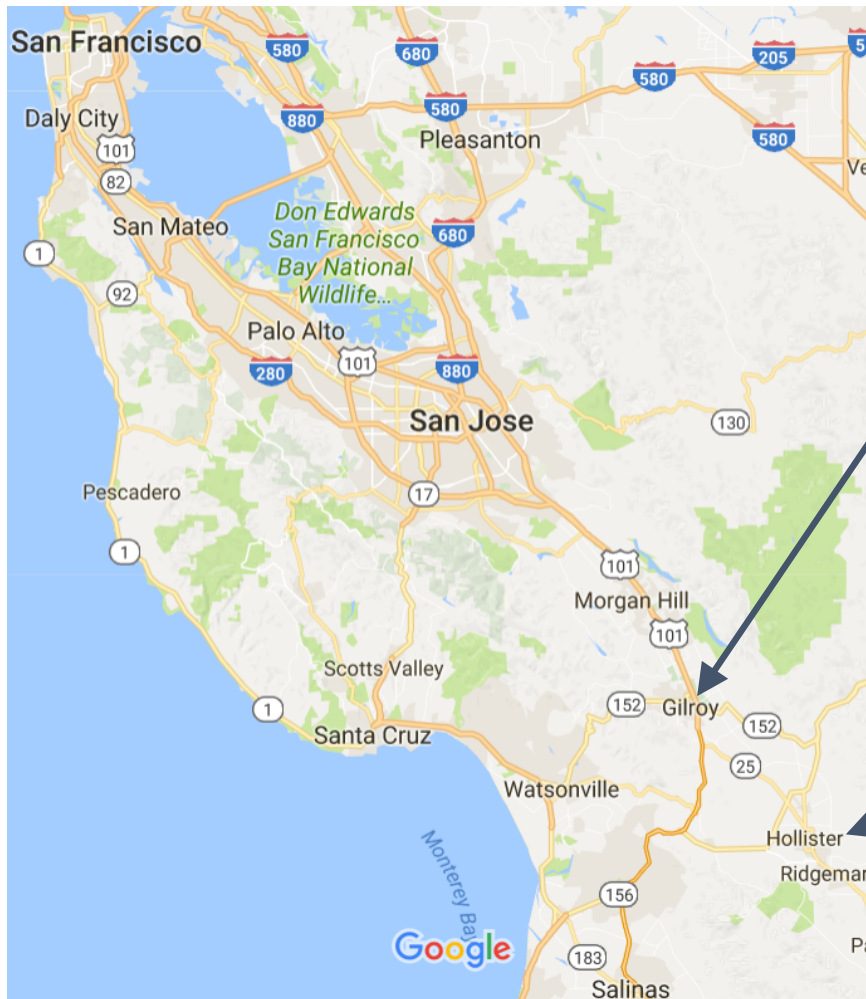


Sharon Waller  
Director of Student Services



# Board of Directors

Name	Background
<b>JP Anderson</b>	<ul style="list-style-type: none"> <li>• Key Point Credit Union</li> <li>• Gilroy Prep parent</li> </ul>
<b>Nora Crivello</b>	<ul style="list-style-type: none"> <li>• Westpak, Inc.</li> <li>• Hollister Prep parent</li> </ul>
<b>Alicia Gallegos-Fambrini (Secretary)</b>	<ul style="list-style-type: none"> <li>• Former Director, San Jose Charter School Consortium</li> <li>• Board Member, Innovate Public Schools</li> </ul>
<b>John Glover</b>	<ul style="list-style-type: none"> <li>• Founder &amp; CEO, Alpha Public Schools</li> <li>• Former teacher and principal, AIM Schools</li> </ul>
<b>Joyce Montgomery (Treasurer)</b>	<ul style="list-style-type: none"> <li>• VP Finance, Summit Public Schools</li> <li>• Former CFO, Leadership Public Schools</li> </ul>
<b>Caitrin Wright (Chair)</b>	<ul style="list-style-type: none"> <li>• Partner, Silicon Schools Fund</li> <li>• Former Manager at The Bridgespan Group</li> </ul>



### Gilroy Prep:

- 480 students, K-7
- 49% FRL
- 64% Latino
- 38% ELL

### Hollister Prep:

- 360 students, K-5
- 58% FRL
- 83% Latino
- 59% ELL



# Our School Model

## A Day in the Life of a Navi!



Small group reading centers



PE



Science



Science and Social Studies field trips



Library



Social Studies



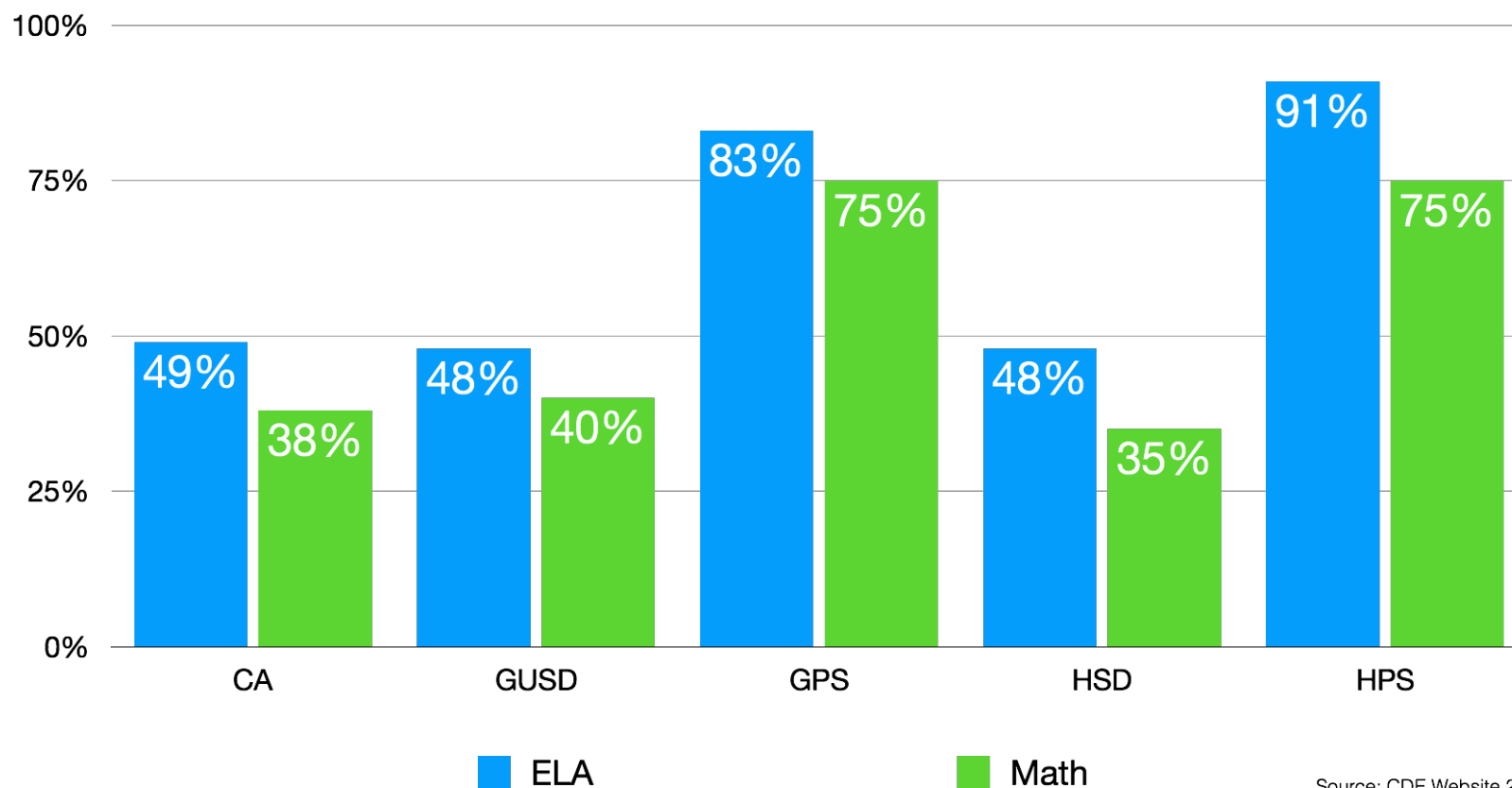
Small group math centers

11



## 2017 SBAC Proficiency Rates

All Students: Proficiency Level 3 (L3) + Proficiency Level 4 (L4)

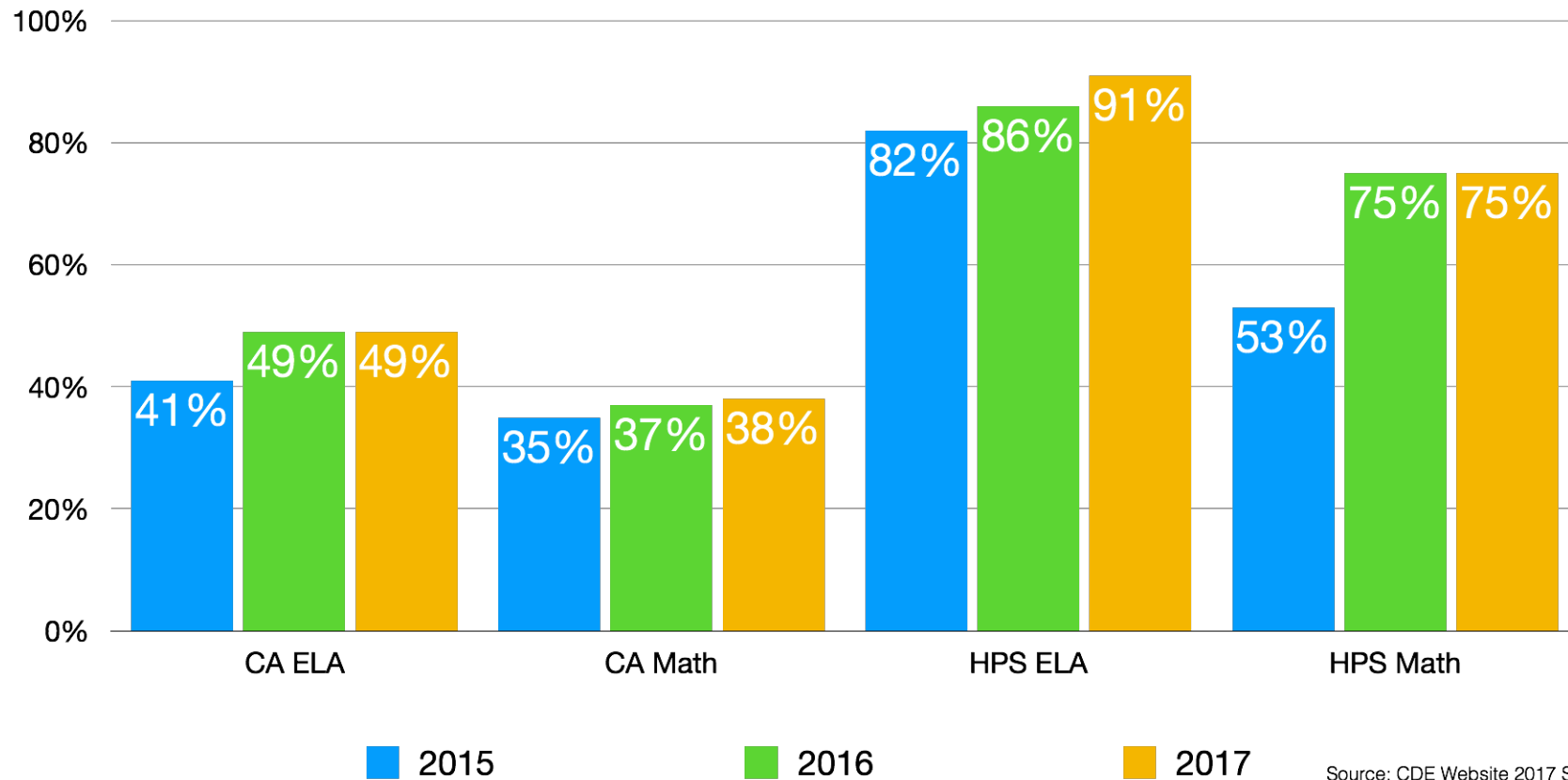


Source: CDE Website 2017 SBAC Data



## 2015-17 Hollister Prep SBAC Proficiency Growth

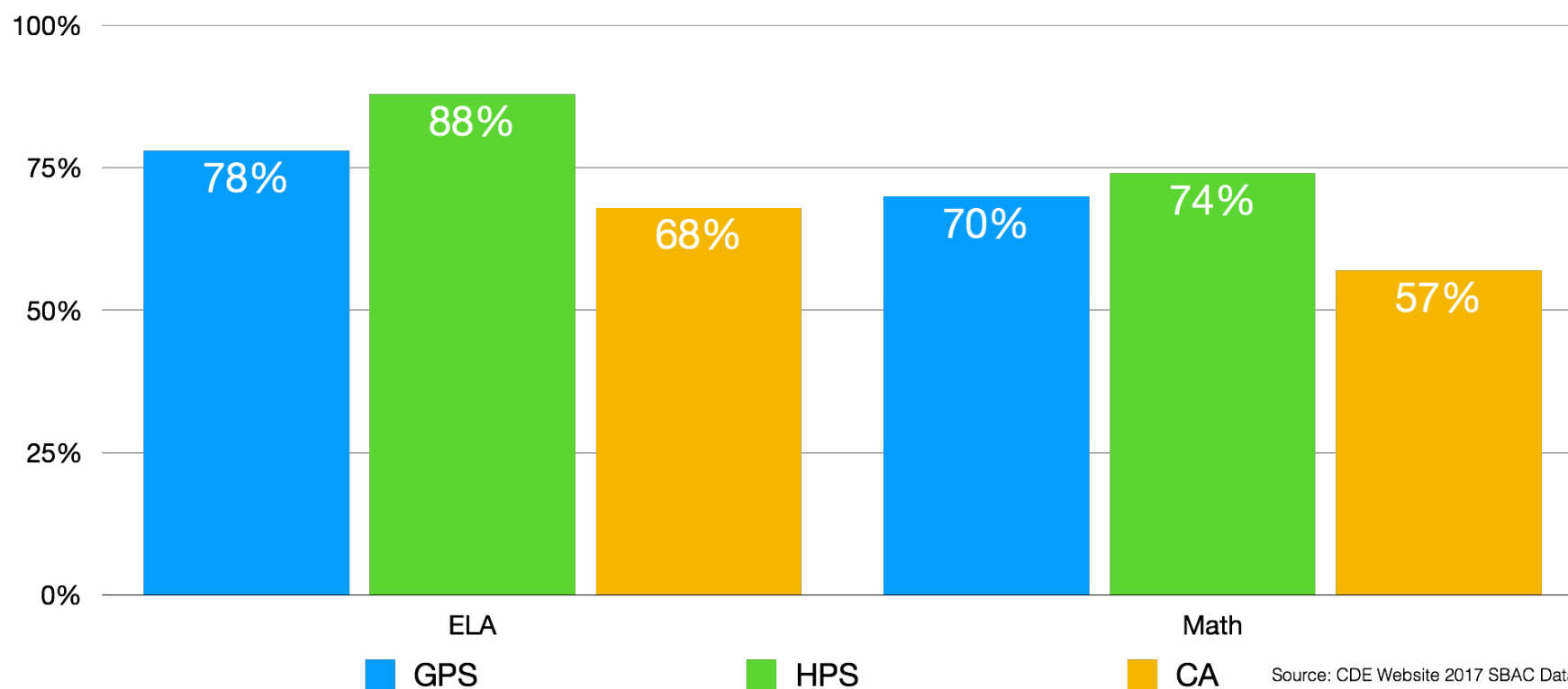
All Students (L3 and L4)



Source: CDE Website 2017 SBAC Data

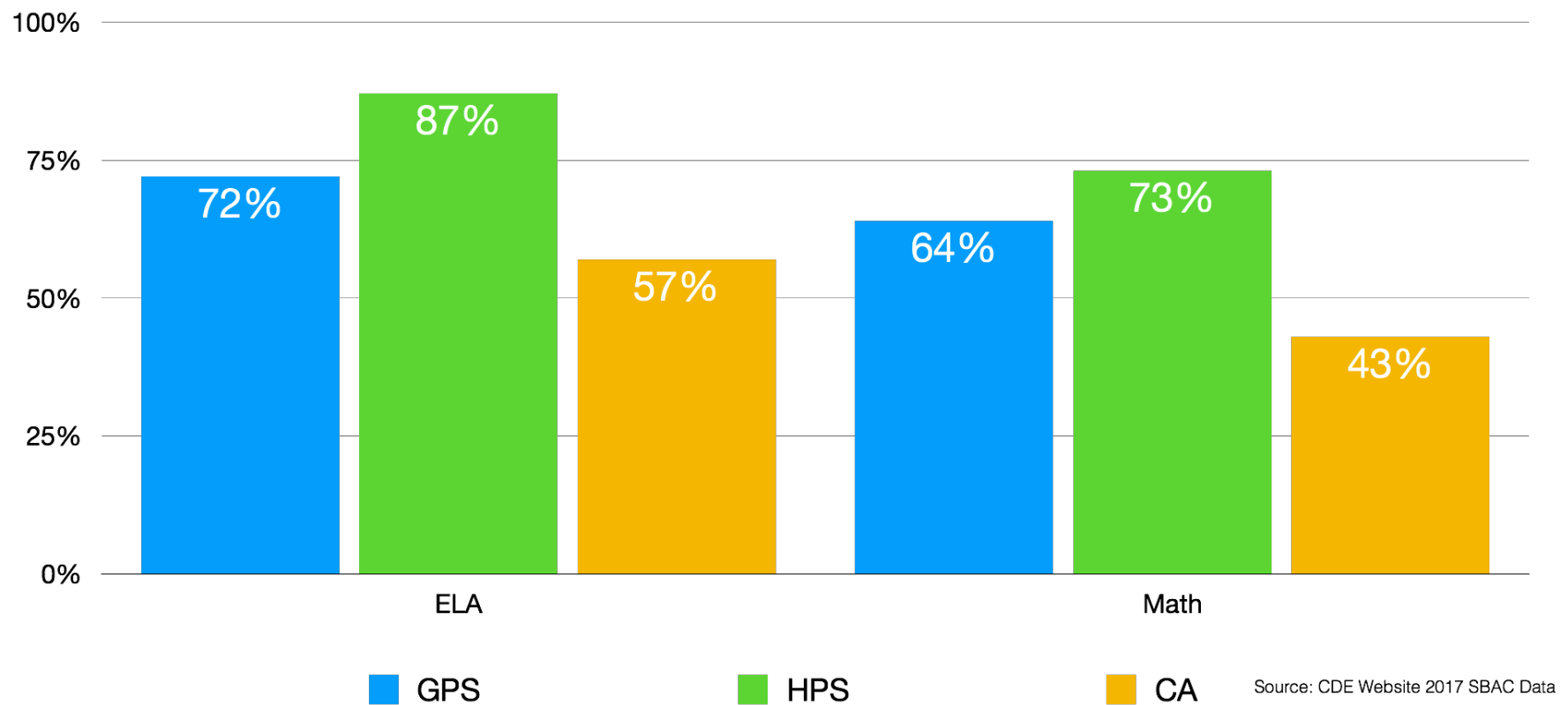


## Navigator's economically disadvantaged students continue to score higher than California's economically advantaged students (L3 and L4)





## Navigator's English Language Learners continue to score higher than California's Fluent English Proficient & English Only students (L3 and L4)



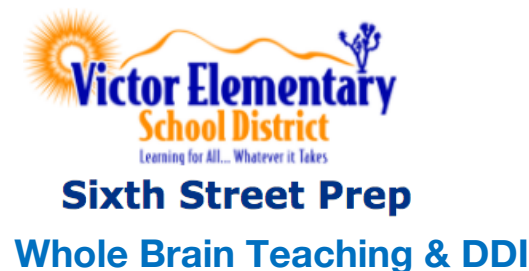
# Inspiration for Our Model



**Thinking Maps**



**Small Group Instruction & PE**



17

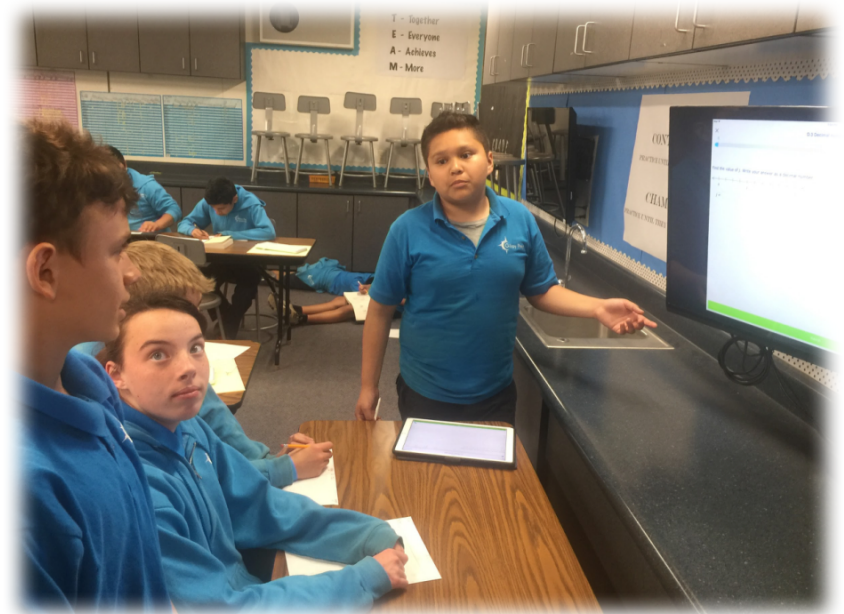
# Our Vision of Student Success



Exceptional readers, writers, scientists, artists and mathematicians

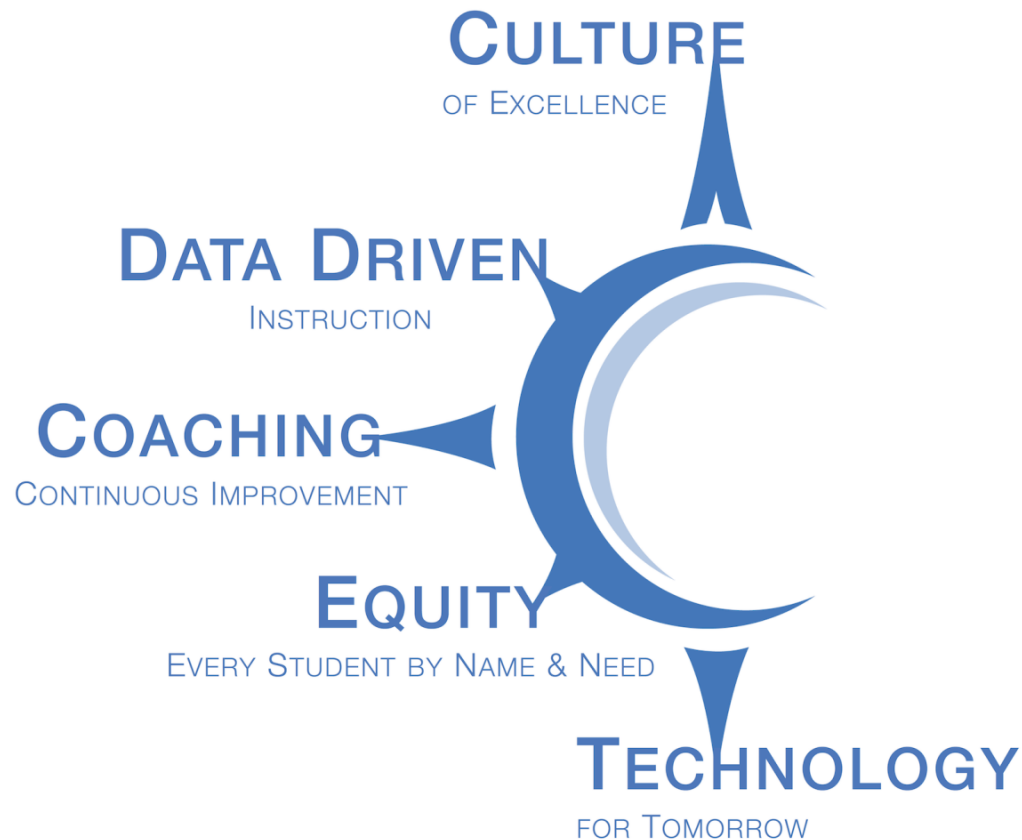


Capable of analyzing and solving a variety of problems

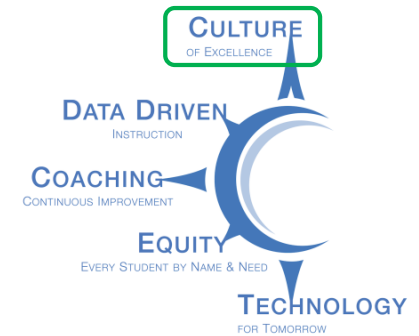


Effective communicators, able to lead and teach others, demonstrate empathy, confidence, and compassion

# Essential Components of Academic Model



# Navigator Culture is defined by...



**Perseverance** – Navigators never give up

**High Expectations** – Navigators strive for their goals

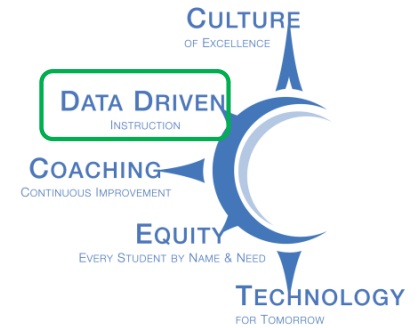
**Positivity** - Navigators always display positive attitudes

**Continuous Improvement** - Navigators never stop developing their potential

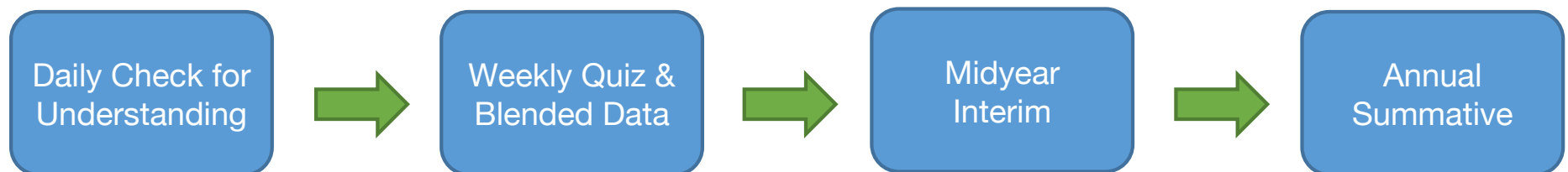
**Innovation** - Navigator programs continue to evolve

# Consistent Data Collection

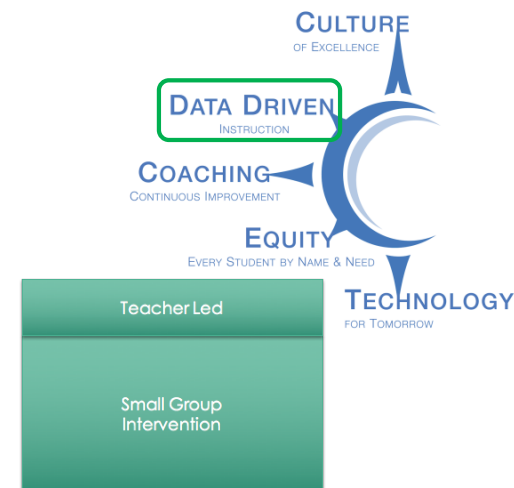
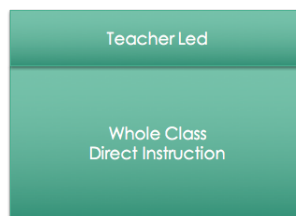
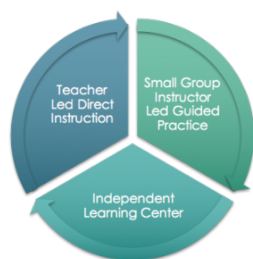
Although teachers have a clear scope and sequence of instruction, the nature of our **data driven instruction** model allows teachers to personalize student learning. Instruction, intervention groupings, and spiral review of standards are adjusted daily based on student achievement data.



## Data cycles

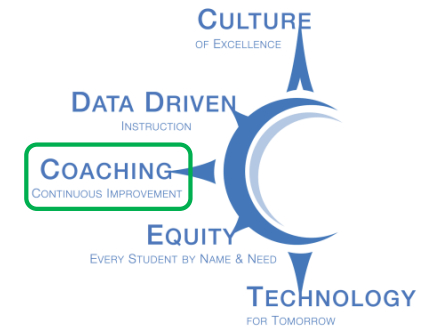


# Data drives student grouping



Homogenous Groups	Heterogeneous Groups	Homogenous Intervention Groups
Groupings & Instruction Determined Through Data	Instruction Determined Through Pacing and Data	Groupings & Instruction Determined Through Data
<ul style="list-style-type: none"> <li>• Math</li> <li>• Guided Reading</li> <li>• Phonics</li> <li>• Reading Fluency</li> <li>• Blended Learning</li> <li>• Standards-based assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Standards-based instruction</li> <li>• Enrichment</li> <li>• The Arts</li> <li>• PE</li> <li>• Standards-based assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Reading</li> <li>• Mathematics</li> <li>• Science</li> <li>• Social Studies</li> </ul>

# Coaching for Continuous Improvement

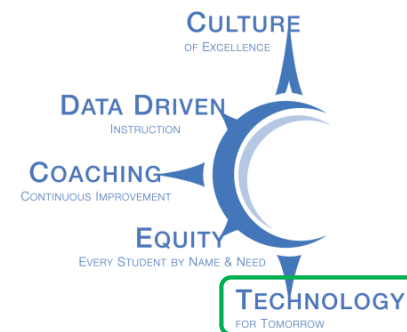


# Every Student by Name and Need with Multi-Tiered System of Supports

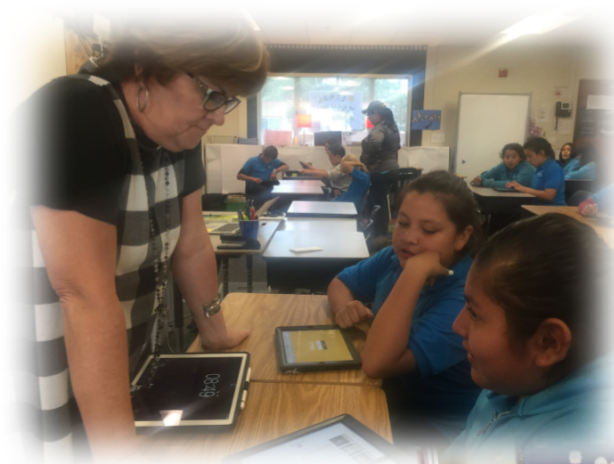


<b>Tier 1</b> (All students)	<b>Tier 2</b> (10-15% of students)	<b>Tier 3</b> (5-10% of students)
<ul style="list-style-type: none"> <li>● Engaging curriculum</li> <li>● Effective teaching strategies</li> <li>● Schoolwide positive behavior supports</li> <li>● Full inclusion of special education students</li> </ul>	<ul style="list-style-type: none"> <li>● Small group intervention within daily schedule</li> <li>● Extended day</li> <li>● Extended school year</li> <li>● Social skills groups</li> <li>● Regular data meetings</li> </ul>	<ul style="list-style-type: none"> <li>● Student study team</li> <li>● Individual student plans</li> <li>● Counseling or behavior support</li> <li>● Sped staff assists with support</li> <li>● Educational Leadership Team monitors data</li> </ul>

# Technology for Tomorrow



- Adaptive
- Personalized
- Interactive
- One-to-one
- Real time collaboration
- Real time data collection
- Empowering learning



# Supporting High School & College Success



Navigator will support alumni by:

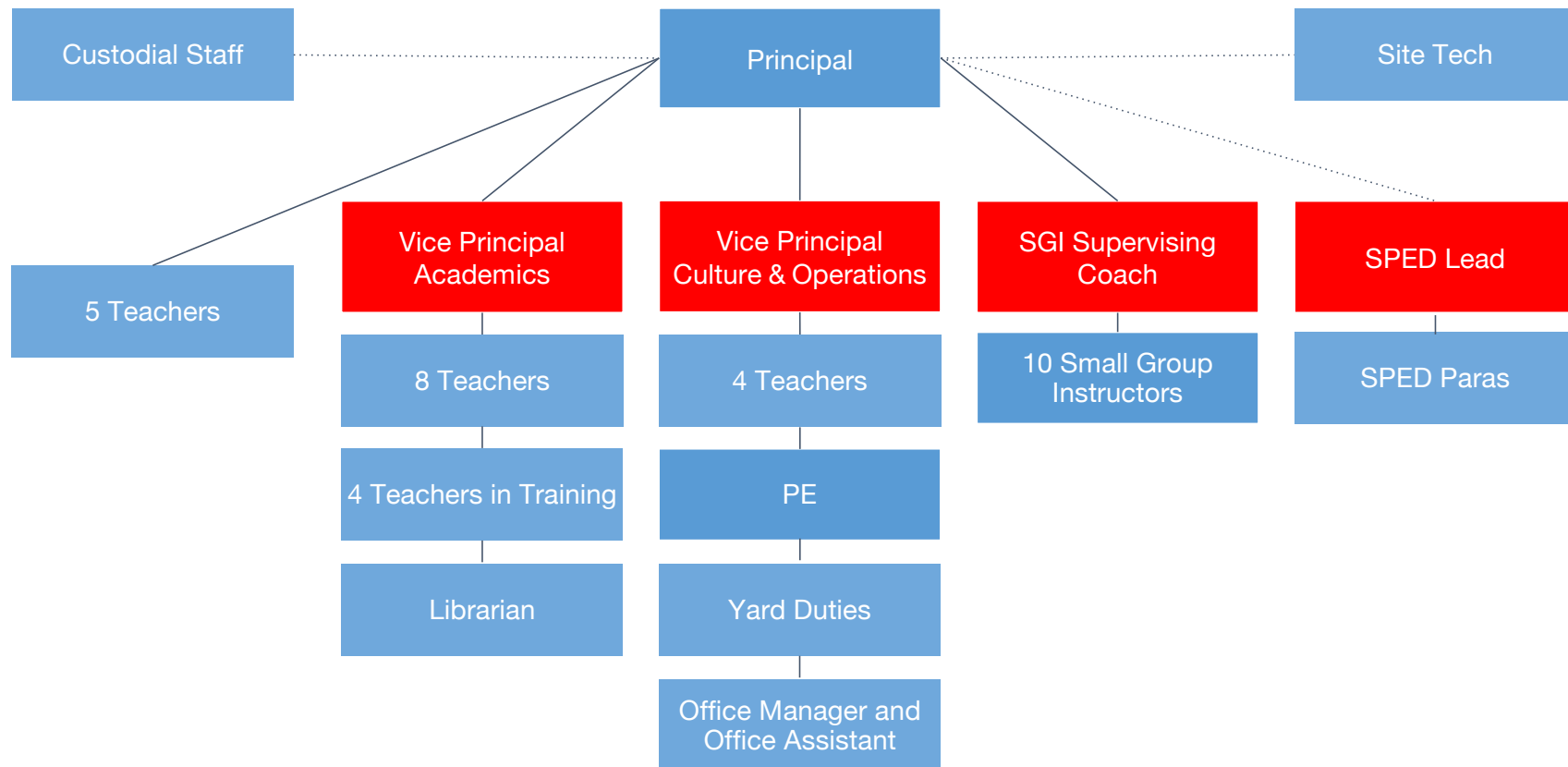
- Providing high school placement support
- Promoting pathways to attend Dr. TJ Owens Gilroy Early College Academy (GECA)
- Engaging alumni for their community service goals and to participate in school events
- Tracking alumni high school and college success

# Autonomy & the Navigator Model



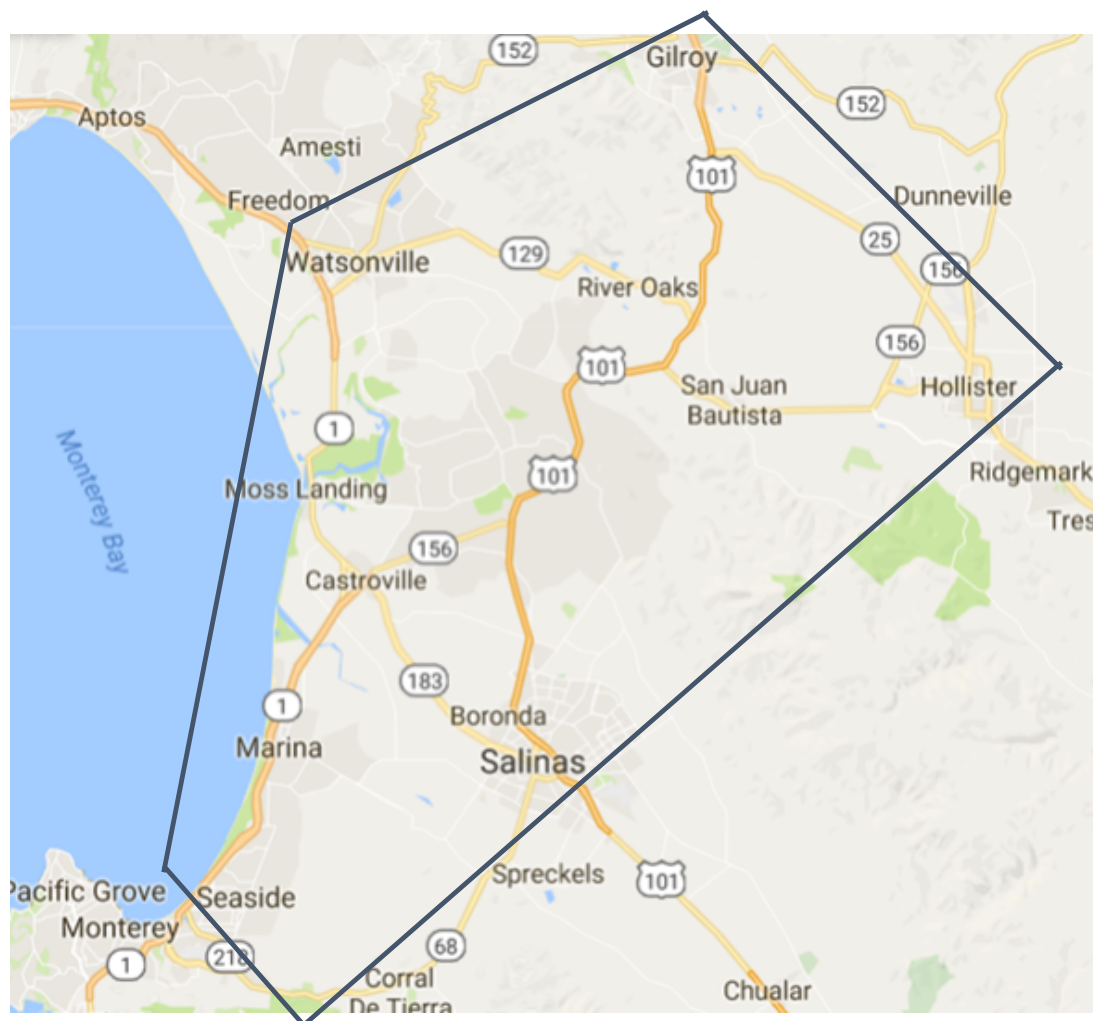
Domain	Tight/Centralized	Loose/School-based
Assessments / Curriculum	<div></div>	
Centers Model / Personalization	<div></div>	
SPED Model	<div></div>	
Blended Learning Programs	<div></div>	
School Culture	<div></div>	
Student Ratio	<div></div>	
Daily/yearly Schedules	<div></div>	
Method of Data Collection	<div></div>	
Coaching Model	<div></div>	
Multi-tiered system of supports	<div></div>	
Innovation		<div></div>
Grading / Behavior plan		<div></div>
Athletic Programs		<div></div>
Elective Offerings		<div></div> 27

# School Staffing Model (Full K-8 Prototype)





# Growth Strategy



### North Central Coast Region (K-8)

- 104,656 students
- 10 districts
- 108 schools
- 49% FRL
- **Number of elementary or middle schools serving 60%+ FRL and beating CA proficiency rates: 1**



# Our Future Impact

By 2022, **Navigator will become a beacon** for outstanding TK-8 education for underserved students throughout the NCC by:

## Scale

growing to five schools serving 2,825 TK-8 students, at least 75% of whom are low-income, across the NCC

## Performance

increasing the number of high-performing K-8 schools in the NCC that serve 60%+ low-income students by 500%

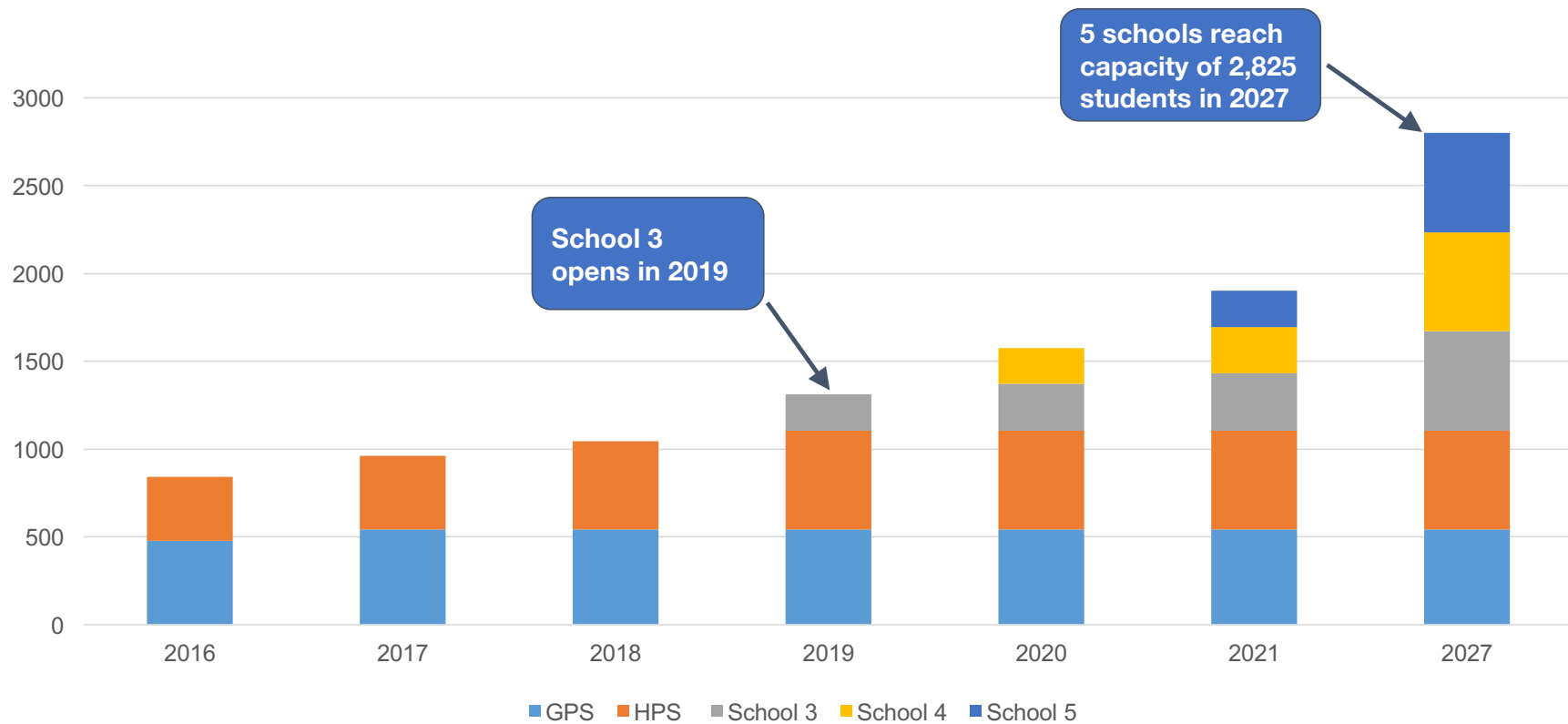
## Influence

inspiring improved performance at NCC districts by operating schools in the top 10% in CA and partnering with aligned districts to train their educators

31



# Growth Plan





# Market Selection Considerations

- Is there a clear and compelling **need**?
- Is there strong **community** support?
- Is there a viable pathway to **authorization**?
- Are there reasonable **facility** options?
- Are **political conditions** favorable?
- Could we recruit existing Navigator and new **staff**?



# Politics & Authorizing

- District openness to new charters in the NCC varies
- Appeals to counties (Monterey & Santa Cruz) and state
- Navigator's strong track record likely to make denial difficult
- Minimal active opposition to charters - but also few activated supporters
- We seek to partner and collaborate with authorizing districts whenever possible



# District Partnerships

- Navigator seeks to broaden its impact by sharing our learnings and practices with interested districts
- More formal district partnerships may be considered on case-by-case basis subject to Navigator Board approval
- Current offerings include:
  - district staff participation in Navigator PD
  - open source resources shared via website
  - in-depth school tours for district staff



# Community Engagement

- In most NCC communities, parents know little about charters and the educational potential they represent
- It is critical to our strategy to have parents highly engaged in potential new communities - **“pulling” Navigator in** and supporting a new school launch
- Educating and empowering parents about charters in general and the opportunity that Navigator represents is a key priority in new communities - will take time and resources
- **Educating and empowering parents** about charters in general and the opportunity that Navigator represents is a key priority in new communities - will take time and resources

# Road Map to Community Success



- Learn from other CMOs and organizations, i.e. Innovate Public Schools
- Hire a full time Community Engagement Facilitator

Establish partnerships in communities of interest:

## **Community Partnerships**

Preschools

YMCA

Churches

## **Business/Civic Partnerships**

Large employers

Chamber of Commerce

Elected officials



# Student Recruitment

- Our existing schools have always had strong demand and substantial waitlists
- Entering new markets will require more intensive recruitment efforts and brand-building during the early years, including:
  - Preschool alliances (Head Start, First Five)
  - Information sessions at private day care centers, YMCA after school programs, and sports leagues
  - Door-to-door parent outreach
  - Parent coffees hosted by engaged community leaders



# Facilities Strategy

- Navigator analyzes Prop 39 facility offers, leased space, and private capital investments to deliver best facility options for school success
- GPS & HPS utilize district facilities provided through Prop 39
- Navigator is building reserves that can support permanent facility solutions for GPS & HPS
- Navigator collaborates with partners including Pacific Charter School Development, local school districts, and municipalities to develop optimal facility solutions for Navigator students.

# Facilities Analysis



- Reviewed NCC districts and their facilities master plans
- Analyzed enrollment patterns at schools in NCC
- Researched cost of available land and buildings in NCC
- Prepared to identify best facility options based on targeted communities

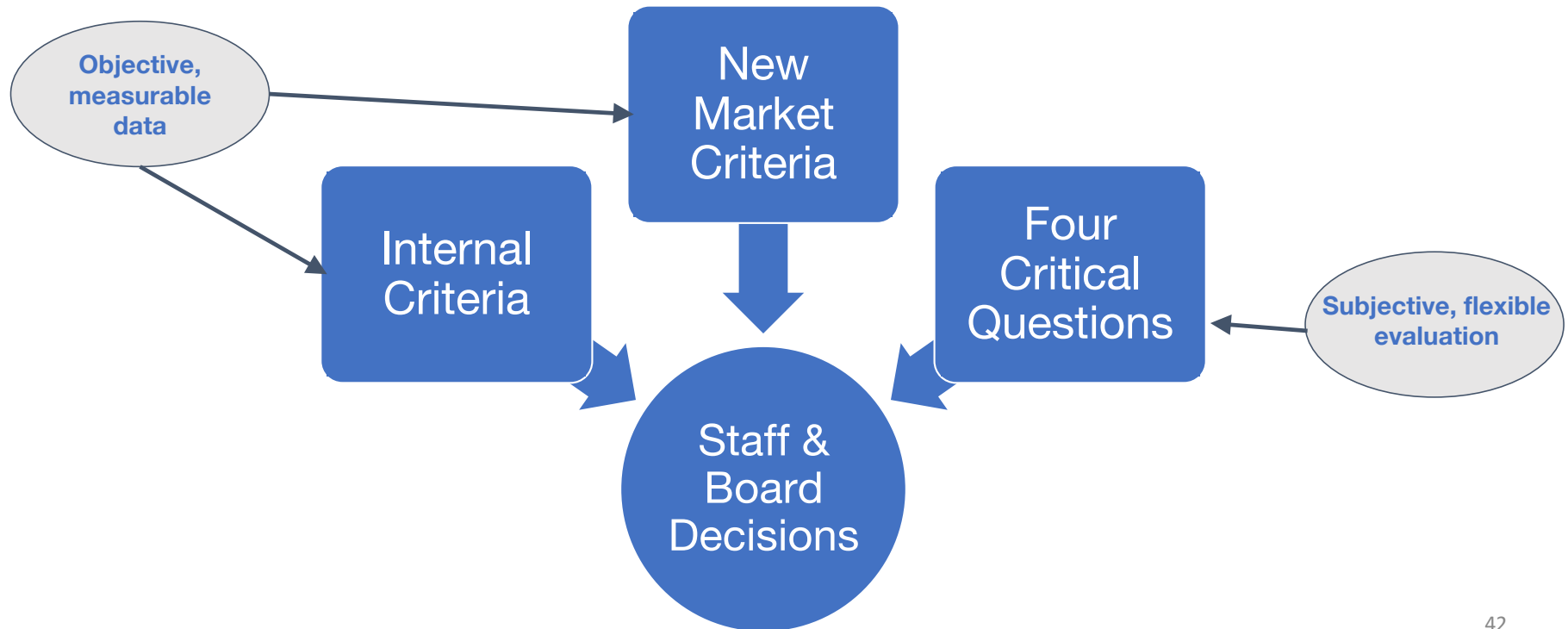


# Greenlighting Growth

- The aim of our greenlighting process is to ensure that Navigator engages in only high-quality, strategic growth
  - Only open new schools when the existing organization is healthy and performing well
  - Only enter new markets that position Navigator for high impact and success (and that are within agreed upon target geography)
- Greenlighting provides “stage gates” along the path defined by our strategic plan

# Greenlighting Criteria

Greenlighting will be based on three categories of information:





# Support Office



# Our Support Office exists to:

1. **Support** school staff with systems, information, and guidance that allow them to focus on students and families.
2. **Manage** functions where a centralized approach saves time or money for schools.
3. **Set** overall organizational strategy, values, and expectations.



# Core Support Office Functions

- Academic Support and Accountability
- Human Resources
- Finance
- Growth Management / Strategic Planning
- Governance
- Operations / IT / Data Reporting
- Facilities Planning & Development
- External Relations & Institutional Development
- Legal/Compliance



# IT & Operations

*Our success depends on best-in-class technology and operations*

## IT

- Student Information Systems
- User Administration
- Daily Tech Support
- Network Administration
- Enterprise Device Management
- Help Desk Management
- Technology Training
- Reliable IT Infrastructure

## Operations

- Facilities Maintenance
- Food Services Program
- Custodial Services
- Grounds keeping
- Emergency Planning

**Innovation**

**Superior Customer  
Service**

**Fanatically Driven**

46

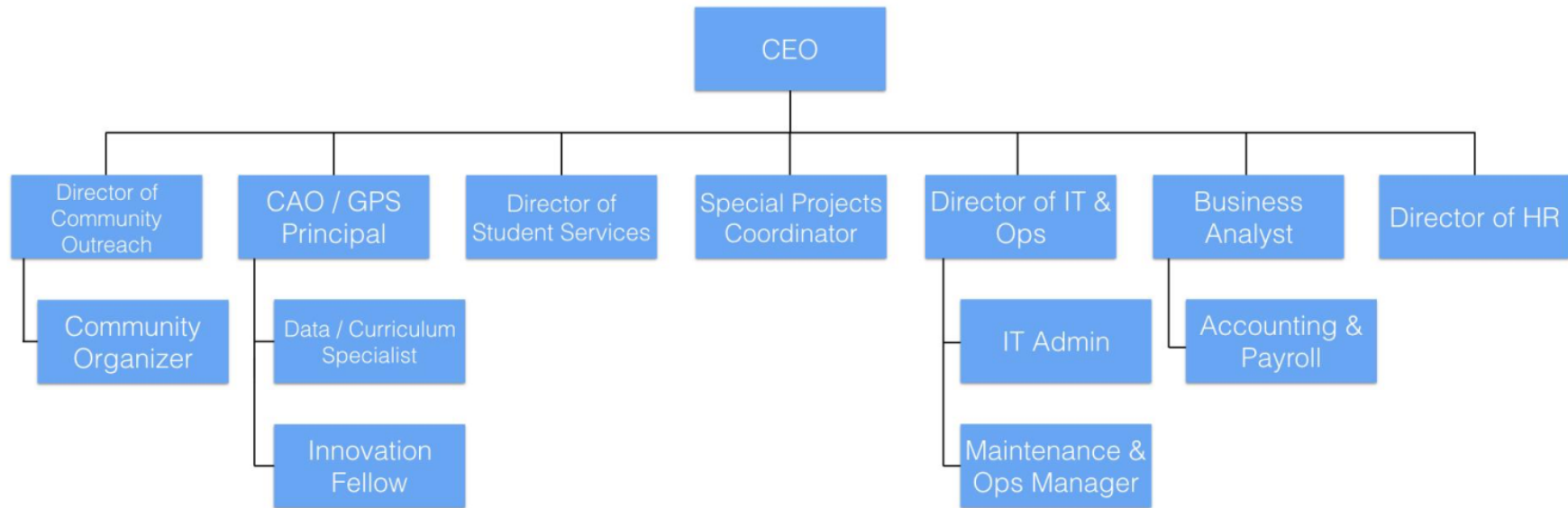


# Support Office Design Principles

- Link all hires to excellent outcomes for our students
- Minimize reporting layers when possible
- Hire ahead of growth...but not too far ahead
- Be lean...but not too lean
- Bring management fee down to 11% and ensure value delivered to schools exceeds fee amount
- Minimize philanthropic need and ultimately become sustainable on school management fees alone
- Ensure that all roles have clear job descriptions and deliverables



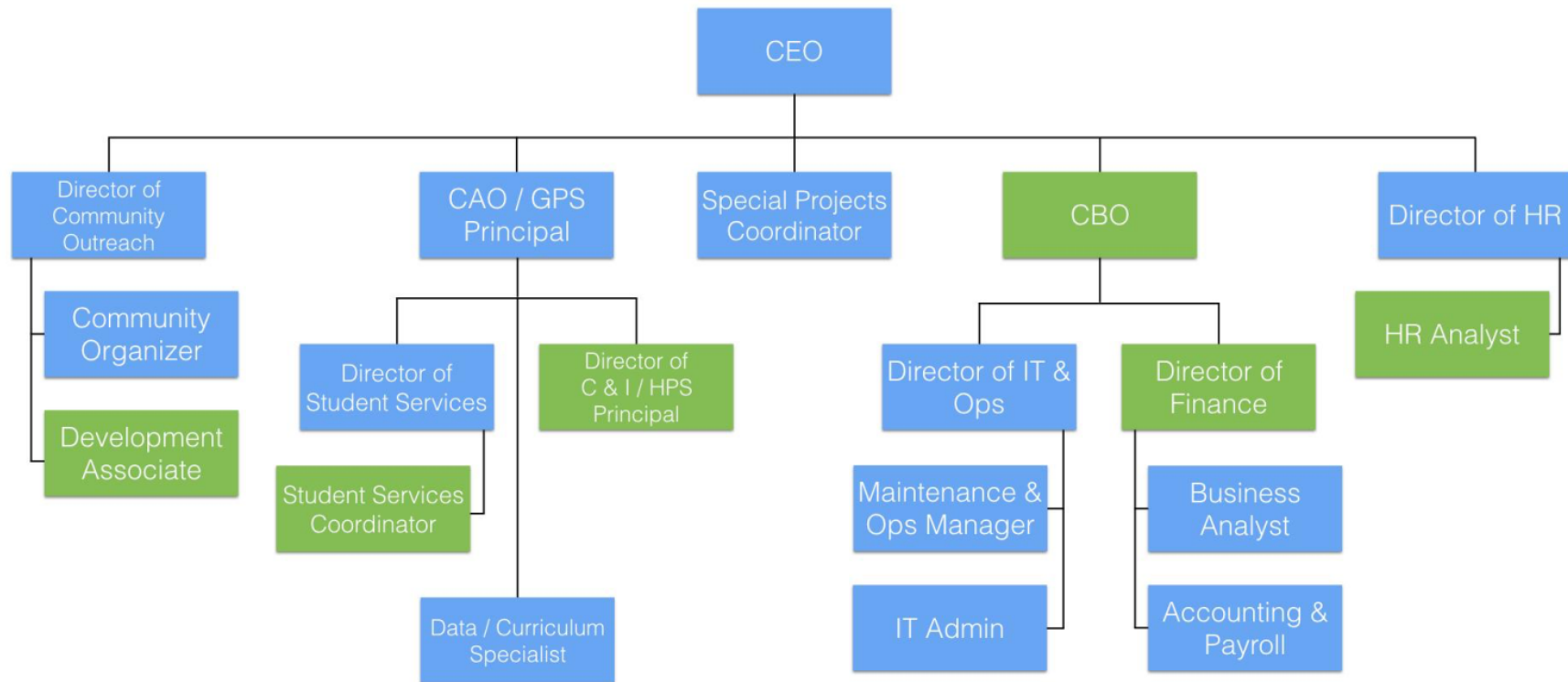
# Support Office Team 2017-18



## Support Office Management of School Personnel

- CEO manages 2 principals
- DSS manages 2 resource teachers, 1 counselor, 2 speech
- IT/OPS Director manages 2 site techs
- Maintenance/Ops Manager manages custodians, food service

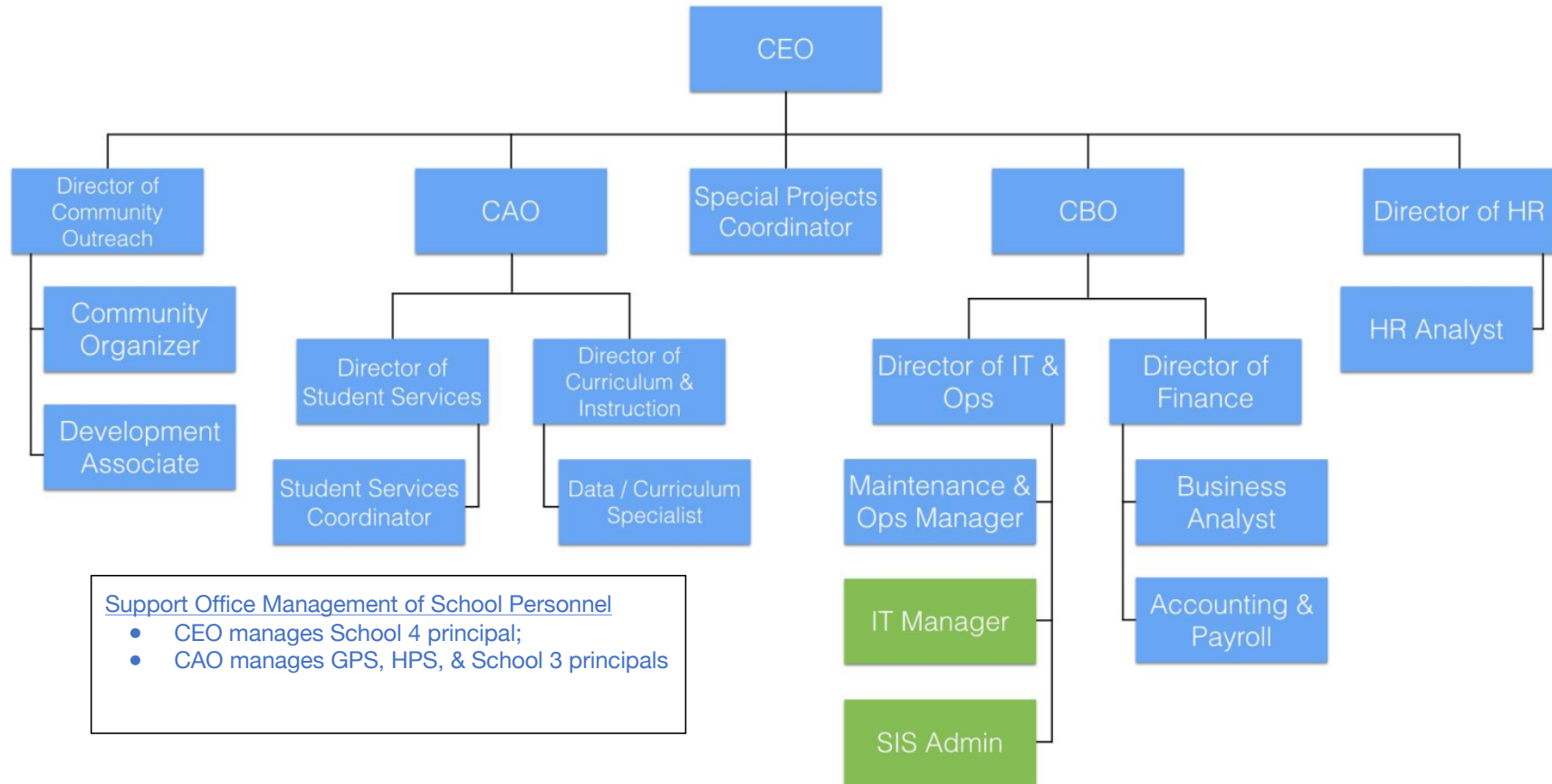
# Support Office Team 2018-19



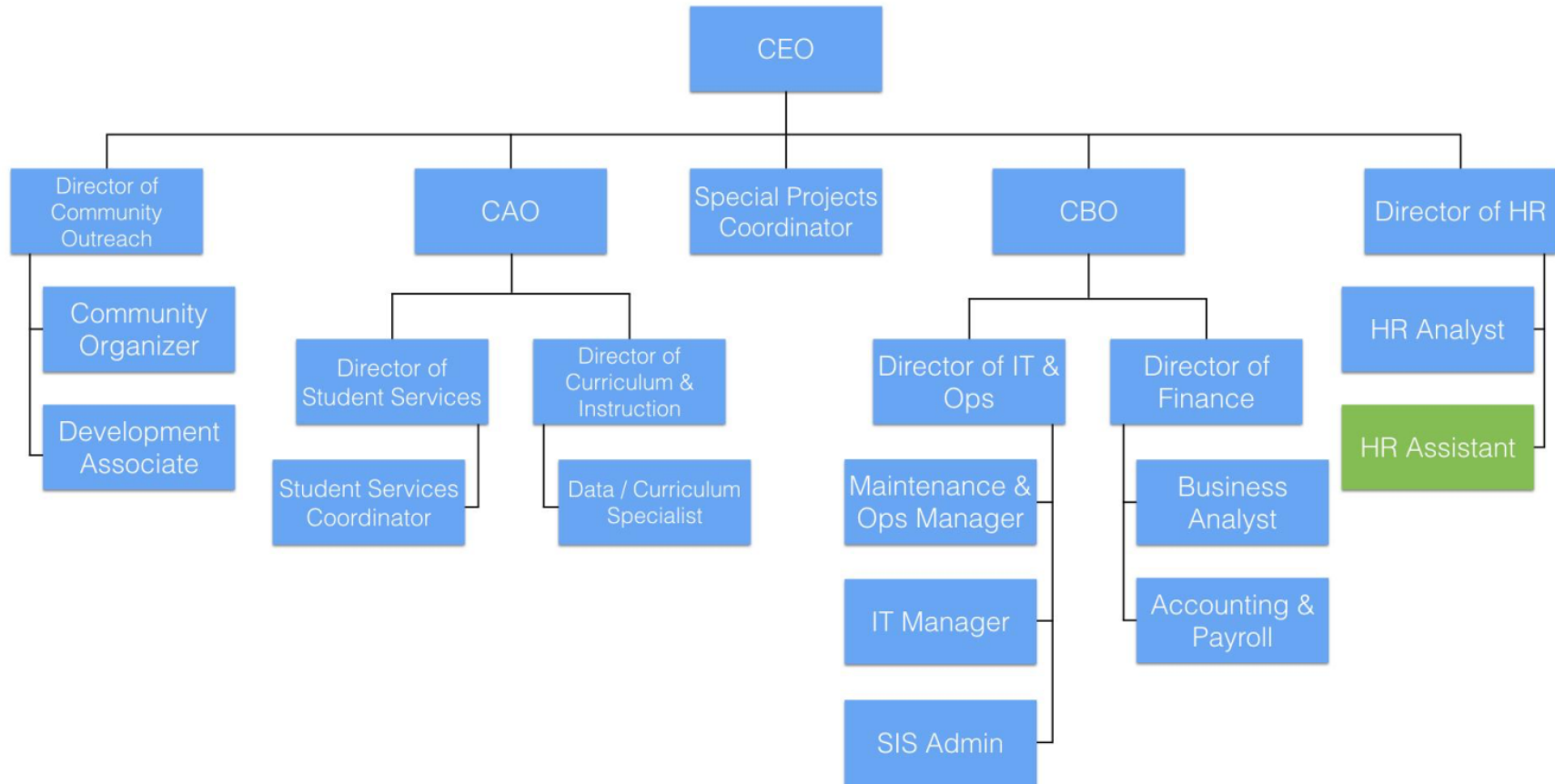
## Support Office Management of School Personnel

- CEO manages School 3 principal; CAO manages GPS & HPS principals
- If our pipeline is ready, we will have principals in residence at GPS & HPS
- CBO manages facilities consultant/project management

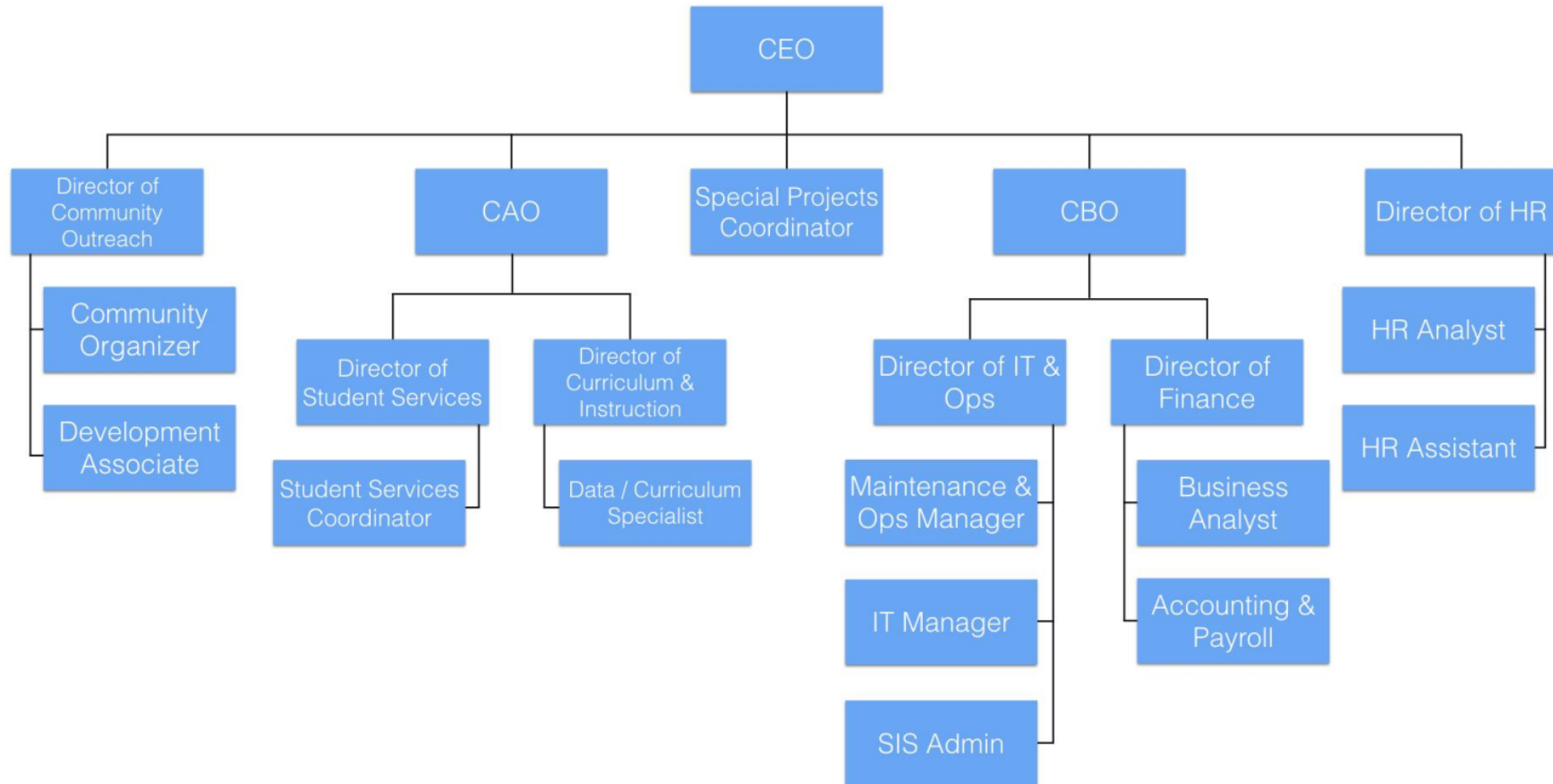
# Support Office Team 2019-20



# Support Office Team 2020-21



# Support Office Team 2021-22





# Increased SO Efficiency

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22		2025-26	2026-27	2027-28
<b>SO FTE</b>	7	12	19	20	21	20		19	19	19
<b>Students/ SO FTE</b>	115	78	56	66	75	95		137	144	147
<b>SO FTE / School</b>	3.6	6.1	9.6	6.7	5.3	4.0		3.8	3.8	3.8

**Typical reduction in efficiency in advance of growth  
that ultimately leads to greater efficiency at scale**



# “Tight” or “Loose”?

We are guided by the following principles in determining what is controlled centrally versus at school sites

- Core elements of the Navigator educational model are defined centrally and held consistent across all of our schools
- Schools own the implementation of the Navigator educational model with principals and teachers as valued leaders
- Non-academic functions are tightly defined and centrally led in order to increase efficiency and allow schools to focus on academics
- A centralized approach is taken in areas that involve the Navigator brand or require us to speak with one voice

# Where Decisions Sit



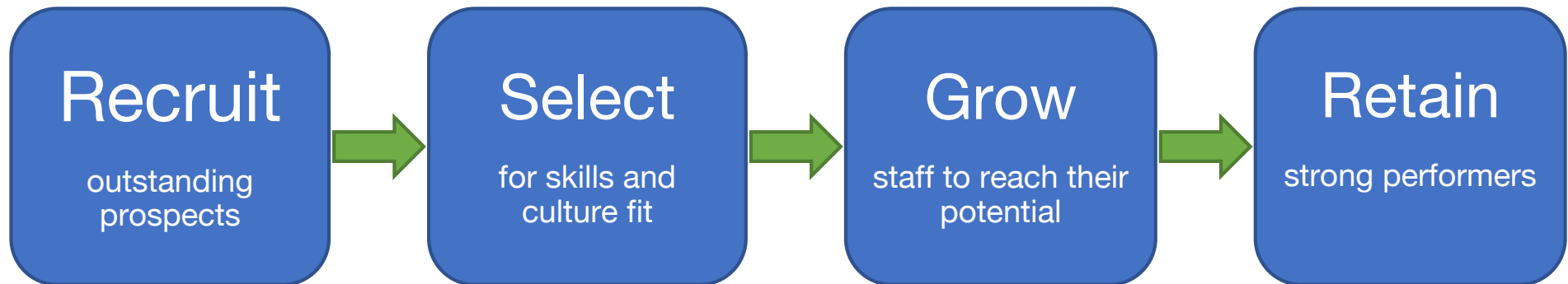
Domain	Tight/Centralized	Loose/School-based
Mission & Core Values	<div></div>	
Strategy	<div></div>	
Compass Points	<div></div>	
IT	<div></div>	
Operations & Facilities	<div></div>	
Student & Staff Recruiting	<div></div>	
Compliance/Legal Matters	<div></div>	
Finance/Budgeting	<div></div>	
Branding/Communications	<div></div>	
Teacher Compensation	<div></div>	
Family Relations	<div></div>	
School Staff Hire/Fire	<div></div>	
School Relations/Discipline	<div></div>	<div></div>



# Talent



# Our Talent Strategy





# Recruitment: Two Big Rocks

Our talent capacity will need to significantly evolve in order to tackle two notable new challenges

- 1) Hiring ~205 new staff to fuel our growth to five schools
- 2) Entering new communities where Navigator does not have an established brand or network



# Teacher Recruitment

- Our Teacher In Training program is the cornerstone of our strategy to grow more teachers
- 86% of Teachers In Training receive offers to become lead teachers at Navigator
- We estimate 75% of our teachers will begin as Teachers in Training



# Recruiting: Teachers In Training

## Teachers In Training:

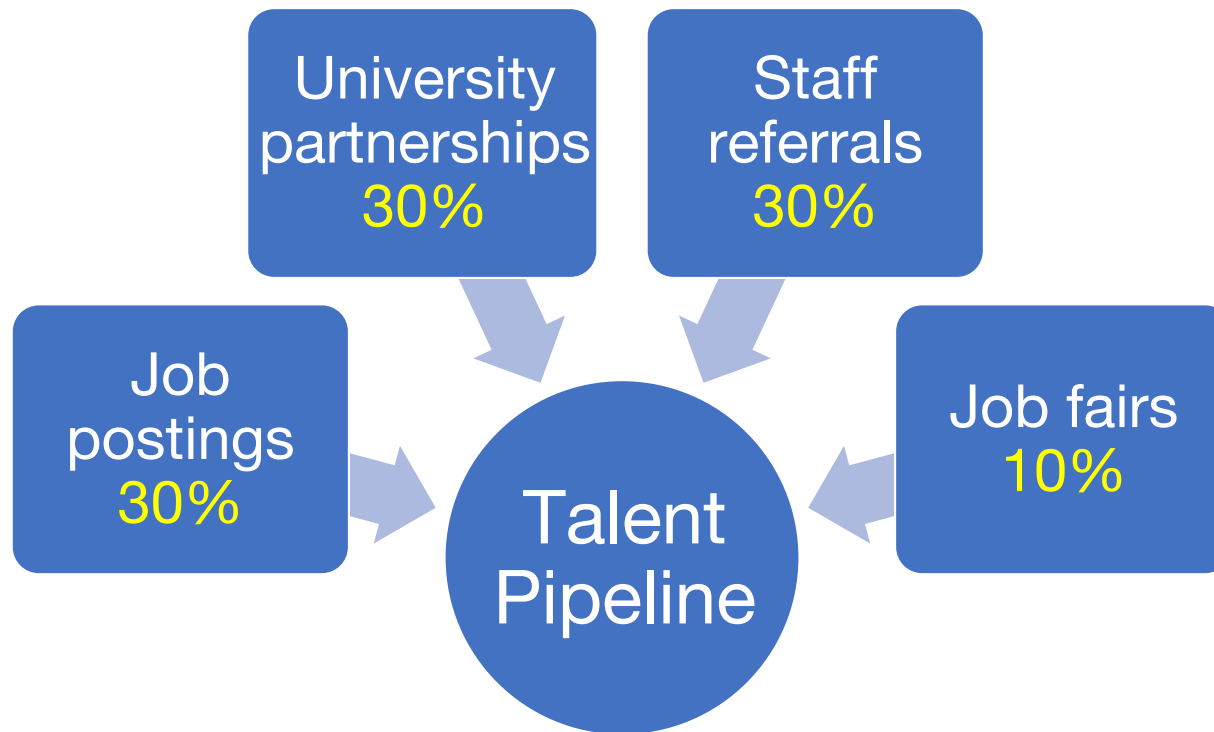
- Have a BA but not necessarily teaching experience
- Have passed the CBEST
- Are enrolled in a teacher credentialing program
- Assist successful Navigator teachers for one year and receive intensive professional development and practical experience



# Recruitment: Why Navigator?

- Most of our target candidates are choosing between Navigator and district schools
- We appeal to candidates by offering:
  - a results-oriented culture
  - an innovative instructional model
  - compensation that is competitive with the local district's
  - intensive professional development
  - opportunities for leadership over time
- Recent teacher offers that were accepted: 29 out of 30 = 97%

# Recruitment: Channels



# Selection: Criteria



During the selection process, the hiring team (HR, SO and site leadership and staff) is looking for evidence of a strong mission fit during all stages of the selection process:

- Aura of positivity
- Flexibility
- Goal-oriented
- Perseverant
- Collaborative
- Constantly striving to improve
- Hunger for developing themselves and others

# Growing Staff to Reach Their Potential



- Intensive on-boarding: Navi 101 and Navi 201
  - Culture, values, expectations, and core practices
- Weekly coaching and feedback sessions
- Weekly targeted professional development
- Performance evaluation system
- Leadership opportunities



# Our Leadership Pipeline

- To get to five schools, we need to fill at least nine leadership roles
  - Three principals
  - Six VPs, deans, APs
- We insist on hiring principals from within to ensure fit and alignment
- Principals will have previous experience on one of our school leadership teams
- New school principals will participate in leadership training and weekly leadership coaching and feedback sessions



# Retaining our Staff

We retained 97% of school staff this year!

Key drivers of retention:

- Supportive work environment with strong, positive culture
- Growth and leadership opportunities
- Competitive compensation
- Weekly curriculum and instruction coaching and professional development
- Innovative technology training and implementation
- Healthy benefits, including STRS



# Finance & Fundraising



# Guiding Principles for Finance

- Ensure the optimal allocation of resources to achieve outstanding student outcomes
- Ensure short- and long-term organizational health, stability, and financial sustainability
- Steward public and philanthropic resources responsibly
- Ensure that each school and SO become sustainable on recurring public revenues once they achieve scale



# Key Financial Assumptions

- Public funding growth rate: LCFF avg. of ~1.8% and 1% non-LCFF
- Average teacher salary in 2017-18: \$ 55,808
- Salary inflation rate starting in 2018-19: 1.5%
- Healthcare inflation rate: 8% lowering to 4% over next 5 years
- CalStrs rate increases: About 2% to 2019-20, then 0.5% beyond
- Non-personnel expense inflation rate: 1.5%
- Support Office mgmt. fee: begins at 18% and declines to 11%
- Percent of LCFF allocated for new school facilities: 12%
- Assumes federal startup grants of \$575,000 per new school

# School Unit



**Schools need ~\$1.1m in private philanthropy during start up.**

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	TOTAL
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Years 0-7
Enrollment	0	205	265	325	385	445	505	565	
Public Revenues*	150,000	2,501,953	3,286,632	3,788,402	4,508,619	5,247,685	6,023,236	6,818,978	
Expenses**	347,852	2,670,841	3,083,518	3,791,522	4,388,606	5,157,666	5,688,658	6,203,514	
Net Income	(197,852)	(168,887)	203,114	(3,120)	120,013	90,019	334,578	615,463	
Working Capital Need	534,168	82,535	0	57,904	33,799	16,179	-	-	
Private Funding Need***	732,020	251,423	0	61,024	33,799	16,179	-	-	1,094,445

\* Assumes PCSGP Implementation Grant of \$575k years 0-2 and SB740 Revenue

\*\* Assumes facilities cost of 12% of LCFF + SB 740 revenue.

\*\*\* Assumes any annual deficit + funding needed to achieve the required fund balance of 20% of following years expenditures.

\*\*\* Does not include capital expense for facilities, which is highly variable and will range from \$0 to ~\$1m depending on details.

70

# Support Office



**SO needs ~\$2.75m in private philanthropy to achieve scale.**

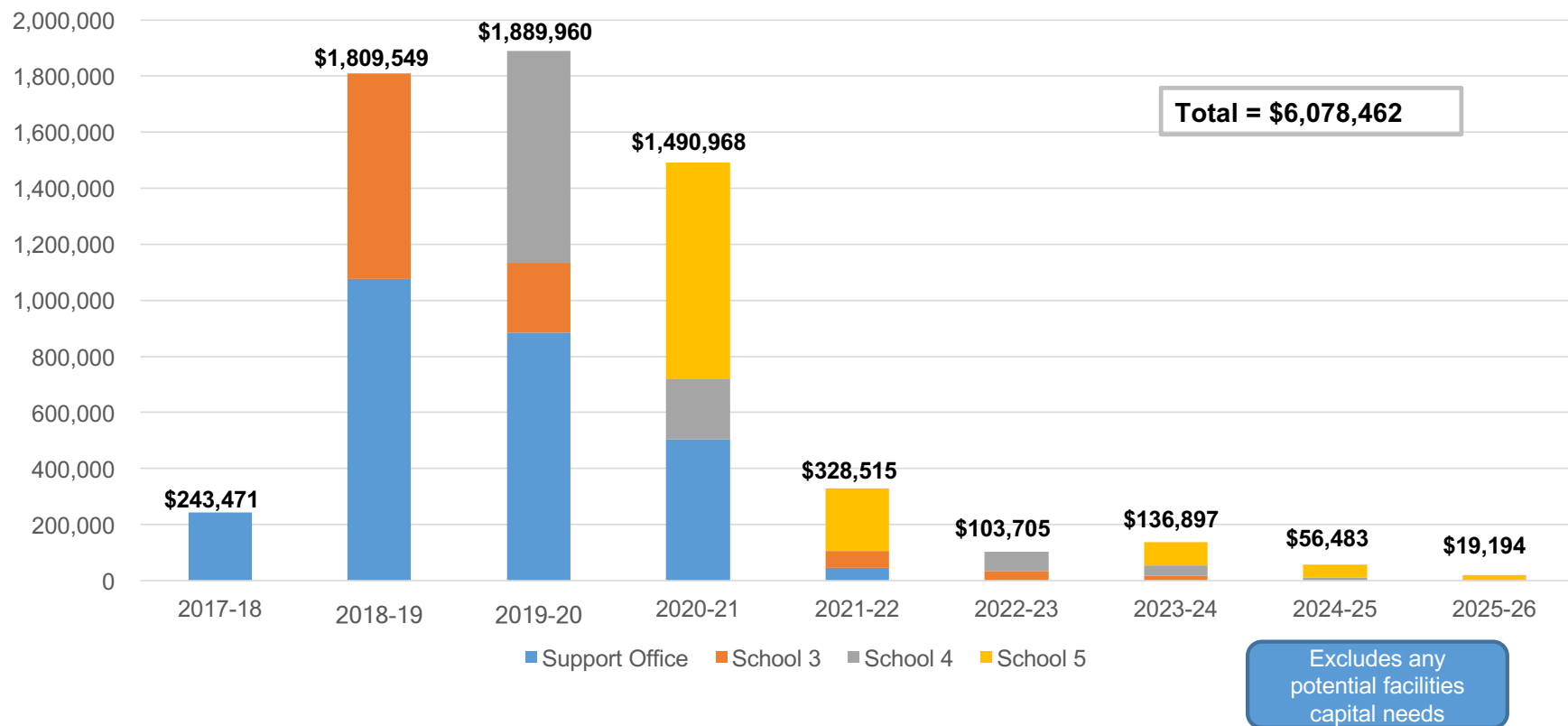
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
# of Schools	2	2	3	4	5	5	5	5	
Enrollment	960	1,070	1,335	1,600	1,925	2,105	2,285	2,465	
Revenues - Management Fees	1,449,942	1,546,583	1,884,471	2,362,792	2,777,443	2,863,823	2,941,166	3,041,231	
Expenses	1,601,828	2,609,371	2,756,780	2,872,487	2,817,752	2,863,209	2,912,068	2,849,188	
Net Income	(151,886)	(1,062,788)	(872,309)	(509,695)	(40,308)	615	29,099	192,043	
Working Capital Need	91,585	14,741	11,571	-	-	-	-	-	
Private Funding Need*	243,471#	1,077,529	883,880	509,695	40,308	-	-	-	2,754,833

\* Assumes any annual deficit + funding needed to achieve the required fund balance of 10% of following years expenditures.

# Projected beginning fund balance in 2017-18 is \$179,959.



# Total Philanthropic Need





# Fundraising

## Challenges

- Fundraising is mostly new to Navigator
- Our local communities have minimal philanthropic resources

## Tailwinds

- Bay Area has large and active education philanthropy community
- Exceptional results and innovative model may interest national funders

## Strategy

- Add additional fundraising capacity on Support Office team
- Increase engagement of volunteers and school community



# Lessons & Mitigation

# We Aim to Be Bold While Minimizing Risk



- Learn from CMO successes and failures
- Learn from our own history
- Design strategies and systems to mitigate risks



# Key Lessons from CMOs

- Have a clear strategy *before* growing
- Define the model you're replicating
- Build your leadership bench
- Early stage growth demands a transition from implicit to explicit culture and systems
- Proactively define and manage the relationship between the central office and schools
- Leadership teams must be willing to evolve during growth
- Don't let growth outpace culture
- Don't underestimate the importance of politics

# Unique Challenges of Multi-district Growth



Few **early stage** CMOs have pursued multi-region growth. Most grow at home before entering new districts - not an option in our geography.



## Key Learnings

- Allow longer runway for new school launch
- Take community building seriously
- Adjust for demographic differences
- Be sure your school economics work
- Mitigate “outsider” status

# Learning from Our Own History



*While Navigator's educational outcomes have always been strong, we stumbled with our growth efforts in 2014, with three charters denied in one year.*

## **Key lessons learned:**

- Our lean “bootstrapping” spirit went too far: we lacked adequate central capacity to execute growth efforts at a high level
- We underestimated the politics: naive about authorizing process
- We were overly ambitious: went for three new charters, not one
- Importance of building in resources to maintain alignment between current sites during growth process

# Key Risks & Mitigation



Risk Area	Mitigation Strategies
<b>Politics</b>	<ul style="list-style-type: none"> <li>-Cultivating authentic parent and community engagement</li> <li>-Building support at school board, city government, and County Office of Ed</li> </ul>
<b>Facilities</b>	<ul style="list-style-type: none"> <li>-Identifying feasible start-up locations for first 3 years as alternative to Prop 39</li> <li>-Building reserves until scale is reached to support permanent facility solutions</li> </ul>
<b>Student Recruitment</b>	<ul style="list-style-type: none"> <li>-Building relationships with preschool providers</li> <li>-Providing educational events that demonstrate small group model and 1:1 tech</li> </ul>
<b>Fundraising</b>	<ul style="list-style-type: none"> <li>-Minimizing need for philanthropic support to achievable levels</li> <li>-Maintaining high levels of academic achievement to be attractive for investment</li> </ul>
<b>Changing Demographics</b>	<ul style="list-style-type: none"> <li>-Focusing student recruitment on low-income families</li> <li>-Developing relationships with CBOs that serve low-income families</li> </ul>



# Appendix



# Supporting Materials

*(Available Upon Request)*

## Growth Planning

- Financial Model
- Greenlighting

## Framework

## Academic Model

- Curriculum Map
- Teaching Strategies

## Other Critical Documents

- HR Playbook
- Performance Evaluation System
- ITOM Handbook
- ITOM Dashboard
- Decision Rights
- Performance Dashboard
- Teacher Development Pathway
- Leadership Development Model

# Coversheet

## Greenlighting, Presentation & Action

**Section:** VII. Other Business  
**Item:** D. Greenlighting, Presentation & Action  
**Purpose:** Vote  
**Submitted by:** Kirsten Carr  
**Related Material:** Greenlight Memo Update 2017\_10\_24.pdf

**RECOMMENDATION:**

It is recommended that the Board authorize the Navigator Staff to greenlight market development in Watsonville with the goal of submitting a charter petition to Pajaro Valley Unified School District (PVUSD) in the first quarter of 2018.



Date: October 18, 2017

To: Board of Directors

From: Kevin Sved, CEO

Re: Recommendation to Greenlight Market Development in Watsonville for Navigator School #3

### Recommendation

It is recommended that the Board authorize the Navigator Staff to greenlight market development in Watsonville with the goal of submitting a charter petition to Pajaro Valley Unified School District (PVUSD) in the first quarter of 2018.

### Background

Navigator School's Strategic Plan calls for Navigator to become a beacon for outstanding TK-8 education for underserved students throughout the North Central Coast Area by growing to five schools serving 2,825 TK-8 students, at least 75% of whom are low-income, in five schools across the North Central Coast (NCC). With positive Board feedback regarding the draft strategic plan shared in June 2017, Navigator staff initiated preliminary market analysis and community outreach in the target area. Staff focused on Watsonville as the community for School 3 based on several factors, including existing Navigator ties to the Watsonville community, the high percentage of English language learners in PVUSD, and persistently low academic achievement within the district.

During the strategic planning process, a greenlighting process for opening a new Navigator school was developed in collaboration with the Board to help ensure that Navigator is ready at the following stages of the school development process:

- 24 month before launch: greenlight market development
- 18 months before launch: greenlight charter submission
- 12 months before school opens: greenlight school opening

The greenlighting framework is based on 1) internal criteria, 2) new market criteria, and consideration of four critical questions. The attached slide deck provides a detailed analysis comparing the current measure to the greenlight criteria for **the 24 month stage**. A summary of this analysis is below:

Internal Criteria	6 of 7 measures met	All 6 members of founding team not yet identified.
New Market Criteria	4 of 7 measures met	While not "green", significant progress has been made with 1) community engagement, 2) pathway to authorization, and 3) fundraising.

### Four critical questions:

1. Is the school model clearly articulated and codified?
2. Is the Support Office team thriving and does it have the capacity to support growth?
3. Are organizational systems and structures strong and driving effective execution?
4. Will the political landscape support successful community engagement, authorizing, facilities, and enrollment in the target market?

As the attached slides illustrate, the leadership team and I believe we are either green or moving swiftly towards green regarding each question. Over the last two months, considerable effort has been devoted to developing a thriving Support Office team that will have the capacity to support growth. These efforts have included the full participation of fourteen leadership team members in a four-day communication training, weekly executive coaching sessions for me with Andrew Bray, leadership team commitment to engage in healthy conflict and strengthen healthy communication.

With Board approval to greenlight market development in Watsonville, the second priority to be successful will be to increase our efforts to build community support for Navigator. While Navigator's strong academic performance, history of clean audits, healthy financial reserves, and strong board and management team should pave a smooth charter authorization pathway, a clear demonstration of strong parent and community support within the Watsonville community will be imperative for Navigator's success. We believe we can develop strong parent and community support in Watsonville with a focused and sustained outreach effort. The following community outreach efforts have set the stage for an official launch of market development in Watsonville:

- CEO met with PVUSD Superintendent and key community non-profit leaders
- Letters sent to PVUSD Board Members
- Community Engagement Facilitator initiated a listening tour with Watsonville families connected to Navigator staff, including a former Navigator parent who is a current Watsonville resident

Significant planning and preparation efforts have been made by Navigator's Director of Community Outreach and the Community Engagement Facilitator, including:

- Participating in Innovate Public Schools' Community Organizer Training
- Scheduled a meeting with Mayor of Watsonville
- Scheduling community outreach events and parent recruitment efforts at grocery stores, preschools, youth sporting events, and churches.
- Scheduled a parent leader recruitment night

A Navigator school in Watsonville would make a huge positive impact for low-income students who currently do not have an option for a high-performing public school. With Board support, staff is prepared to allocate significant time to implement the community outreach and parent recruitment effort in Watsonville.

### **Summary**

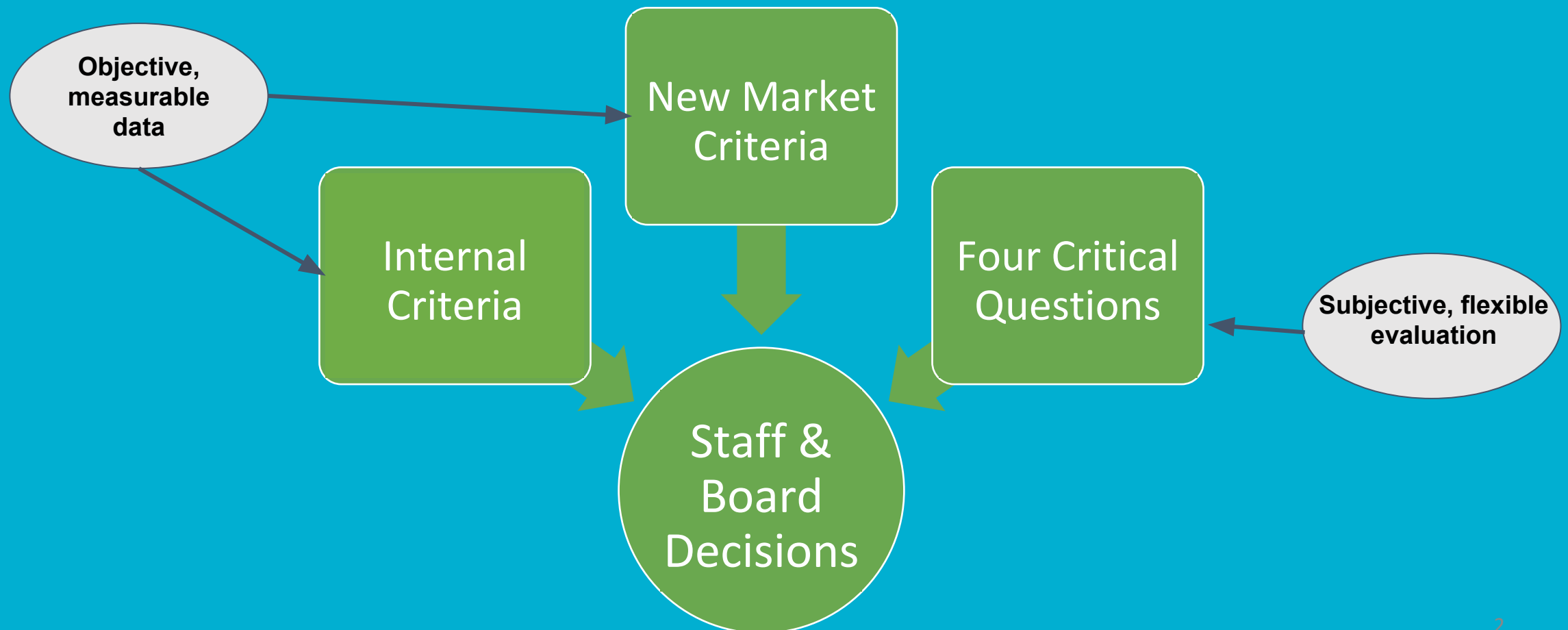
Navigator is well positioned to build parent and community support for a Navigator school in Watsonville. Board approval to greenlight market development in Watsonville will bring a high quality public school option for that community closer to reality.

# Navigator Greenlighting Board Update

October 2017

# Greenlighting: Framework

Greenlighting will be based on three categories of information:







# Greenlighting: Process Review

- In order for the board to approve the continued pursuit of additional Navigator campuses, staff will need to illustrate action on selected criteria.
- The Board reviewed greenlighting criteria & process at May board meeting. The greenlighting tool contains criteria to be evaluated by the Navigator leadership team and board
  - 24 month before launch: greenlight market development
  - 18 months before launch: greenlight charter submission
  - 12 months before school opens: greenlight school opening
- **Staff is recommending board greenlight Watsonville market development for a Pajaro Valley Unified School District charter submission.**




Internal Criteria	24 months	Current	18 months	12 months
<b>Academic Performance: SBAC</b> Percent of students who have been at Navigator for at least three years that meet or exceed proficiency on SBAC	70%	<b>81% of all NS students taking the test</b>	70%	70%
<b>Organizational Health: Enrollment</b> Actual enrollment as percentage of target	>99%	<b>100%</b>	>99%	>99%
<b>Organizational Health: Staff Retention</b> Percent of full-time staff who return annually (Fall to Fall)	75%	<b>87%</b>	75%	75%
<b>Organizational Health: Staff Satisfaction</b> Percent of staff that are “likely to recommend working at Navigator to a friend” (as measured by the Fall/Spring surveys)	80%	<b>91%</b>	80%	80%
<b>Financial Strength: Reserves</b> Percent of current fiscal year expenses held in reserve	20%	<b>29%</b>	20%	20%
<b>Financial Strength: Sustainability</b> Percent of GPS & HPS costs that are covered by philanthropy	<5%	<b>&lt;5%</b>	<5%	<5%
<b>Founding Team: Principal and Seed Teachers</b>	At least six potential founding team members identified	<b>Leadership pipeline has been established with an opening team available.</b>	Potential Principal identified	Principal and two teachers confirmed

New Market Criteria - Progress to date	24 months pre-launch	Current	18 months pre-launch	12 months pre-launch
The Need: Poverty Rates	At least 80% FRL in target area schools	Watsonville area schools have FRL rates around 90%	At least 80% FRL in target area schools	At least 80% FRL in target area schools
The Need: School Performance	No schools in the target area with 60%+ FRL beat state averages in math and reading	Average SBAC scores for PVUSD - 32% ELA/21% math - Watsonville area schools are even lower	No schools in the target area with 60%+ FRL beat state averages in math and reading	No schools in the target area with 60%+ FRL beat state averages in math and reading
Community Support: Student Recruitment	NS staff have held meetings with prospective parents	NS staff have met with a handful of PVUSD parents. Community/Parent info night set for November 7th.NS staff attending Innovate parent training.	Letters of intent for 70% of first year seats & 50% of willing teacher signatures	Letters of intent for at least 100% of first year seats & 100% of willing teacher signatures
Community Support/Stakeholder mapping Community Engagement	NS staff have met with district leadership, parents, and community organizations.	NS staff has met with the PVUSD supt. and reached out to PVUSD board members. Staff has met with a few community members. City council member meetings next.	8+ parent leaders share their experience meeting with district board at a NS board meeting requesting charter to be submitted in their community.	15+ parent leaders share their experience meeting with district board speak at NS board meeting requesting charter to be opened in their community.
Facilities	Preliminary market analysis complete	Preliminary analysis indicates feasibility for leased space in available commercial market. Vacant parcels also provide short and long-term options.	At least two potential facilities identified. Estimated cost enables school to get to breakeven at scale, or Prop 39.	Viable facility formally confirmed at cost that enables school to get to breakeven at scale , or Prop 39. Facility available at least one month prior to school launch.
Pathway to Authorization	Authorization plan in place with likelihood of success	NS staff has had legal counsel review charter renewal petition to provide a strong foundation for the charter petition.	Draft of high quality charter application written and on track to be submitted no later than February	Charter obtained or appeal to state board is underway
Fundraising	Viable fundraising strategy in place	NS staff in conversations with Charter School Growth Fund & Silicon Schools is a strong possibility as a funder.	(1) Year zero funders of new school and support office identified with high likelihood of success. (2) New school breakeven by year [x].	(1) Funders of new school and support office confirmed for year 0-2. (2) New school breakeven by year [x].

# Four Critical Questions

-  Question 1 - Is the school model clearly articulated & codified?
-  Question 2 - Is the Support Office team thriving and does it have the capacity to support growth?
-  Question 3 - Are organizational systems and structures strong and driving effective execution?
-  Question 4 - Will the political landscape support successful community engagement, authorizing, facilities, and enrollment in the target market?

# **Is the school model clearly articulated & codified?**

-  The schools' programs are easily replicable.
-  The barriers for replicating the programs and their effectiveness have been identified and remedied.
-  The schools' educational programs align to the current mission.

# Is the Support Office team thriving and does it have the capacity to support growth?

 There is a leadership pipeline

 There are formal ways to cultivate leaders from within

 Thriving - (area of growth and current focus)

- Trust each other
- Engage in healthy conflict
- Commitment to decisions
- Hold each other accountable
- Focus on team results

- **Are the organizational systems and structures strong and driving effective execution?**
  - There are people clearly/consistently responsible for the critical functions of the organization
  - Policies, processes, and procedures exist and are documented
  - There is a clear chain of command

 **Will the political landscape support successful community engagement, authorizing, facilities, and enrollment in the target market?**

 District of interest has a high socio-economic disadvantaged/English language learner underserved population

 There is a plan for new facilities needs

 Document fifty families willing to attend and/or speak at all hearings.

Date	Key Staff Activities	Key Board Activities
April-June 2017	<ul style="list-style-type: none"><li>Conduct market research and develop key community relationships</li></ul>	<ul style="list-style-type: none"><li>Board feedback on greenlighting process at May meeting</li><li>Board feedback on strategic plan at June meeting</li></ul>
July 2017	<ul style="list-style-type: none"><li>Prepare Greenlighting Report</li><li>CEO greenlighting decision</li></ul>	
August/September 2017 (24 months pre-launch)	<ul style="list-style-type: none"><li>Present recommendation of target market (one or possibly two markets) to board using greenlighting criteria</li></ul>	<ul style="list-style-type: none"><li>Board meeting to determine whether to greenlight (1) on-the-ground market development and (2) preparation of charter application</li></ul>
Fall/Winter 2017	<ul style="list-style-type: none"><li>Continue on-the-ground market development and community engagement efforts</li><li>Draft charter application</li></ul>	
December/January 2018 (18 months pre-launch)	<ul style="list-style-type: none"><li>Prepare Greenlighting Report</li><li>CEO greenlighting decision</li></ul>	<ul style="list-style-type: none"><li>Board meeting to determine (1) greenlighting of charter submission and (2) continued market development. <b><i>A special January board meeting may be needed for a February submission.</i></b></li></ul>
February 2018	<ul style="list-style-type: none"><li>Charter submitted to district</li></ul>	
Spring/Summer 2018	<ul style="list-style-type: none"><li>Intensive on-the-ground market development and school planning</li><li>Identifying new school founding team</li><li>Charter appeal if necessary</li></ul>	
July 2018	<ul style="list-style-type: none"><li>Prepare Greenlighting Report</li><li>CEO greenlighting decision</li></ul>	

# Coversheet

## Board On Track

<b>Section:</b>	VII. Other Business
<b>Item:</b>	E. Board On Track
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	BOT Governance Quiz.pdf BOT First Steps.pdf



## Data-Driven Governance Quiz

<b>Board-CEO Partnership</b>	
1. Annually, the board approves clear performance metrics for the CEO.	Y / N
2. There is a clear and consistent process for evaluating the CEO on an annual basis that is clearly linked to the annual performance metrics.	Y / N
<b>Board-Level Goals</b>	
3. The board has a set of goals for the year that clearly delineates how the board will add value to the organization.	Y / N
4. Each board committee has a set of annual goals and an action plan that aligns with the overall board goals for the year.	Y / N
5. The board has a consistent, data-driven process to measure progress towards achieving annual board goals.	Y / N
6. There is a clear and consistent process for the board to evaluate itself annually.	Y / N
<b>Academic Oversight</b>	
7. The full board knows the key academic promises that have been made to your authorizer in your charter.	Y / N
8. The full board is annually trained by the Academic Excellence Committee to read, understand, and interpret key academic data such as interim assessment and annual growth data.	Y / N
9. Once a year, the CEO and the Academic Excellence Committee come to an agreement on what academic results will be shared with the board, and at what intervals.	Y / N
10. The full board can articulate the organization's overall student achievement relative to all students being at or above grade level, and can articulate the overall growth needed to close any achievement gaps.	Y / N
<b>Financial Oversight &amp; Resources</b>	
11. The board has a clear and consistent process for articulating priorities and mapping financial allocations to them.	Y / N
12. Once a year, the CEO and the Finance Committee come to an agreement on what types of financial reports will be prepared for board review on an annual, quarterly, and monthly basis.	Y / N
13. The full board is annually trained by the Finance Committee to read, understand, and interpret the main points of the financial reports.	Y / N
14. There is a board approved, written, multi-year fund development plan that clearly articulates the purpose and goals for annual fundraising.	Y / N

# **BOARD ON TRACK (BOT)**

## **First Steps**

- 1. Accept BOT invite**
- 2. Utilize Navigator e-mail address to receive notifications**
- 3. RSVP using BOT**
- 4. Review agendas and packets online in BOT (24/7)**
- 5. Review minutes on BOT (24/7)**

## **Next Steps**

- 1. Complete Skills Assessment in profile**
- 2. Develop board objectives, key results (KPIs), and tasks**
- 3. Complete additional assessments and surveys**

## Coversheet

### Possible Board Approval of Resolution Regarding Executive Compensation

<b>Section:</b>	VII. Other Business
<b>Item:</b>	F. Possible Board Approval of Resolution Regarding Executive Compensation
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	CEO Compensation Comparability.pdf CEO Compensation Resolution.docx

**Exhibit A: CEO Reasonable Compensation Comparability Data**

Salary	ADA	Stipend/ Bonus	Health Benefits	Grade	Age of School	Notes
193,545	1,990	-	10,825	9-12	10+	Three charters
190,000	1,559	-	3,990	K-12	10+	Six charters. School has 10+ various directors/administrators under ED
129,433	1,025	-	10,000	K-12	10+	Two charters. School has 4-5 various directors/administrators under ED
175,143	968	1,020	8,942	K-8	5-10	Two charters
214,500	721	55,000	7,432	K-8	10+	School has 2-3 various directors/administrators under ED
118,189	648	-	-	9-12	0-5	14-15 Data
159,000	576	-	-	K-8	5-10	14-15 Data
91,800	576	-	7,030	7-12	5-10	School has 2-3 various directors/administrators under ED
110,000	498	-	3,000	K-8	0-5	School has 3-4 various directors/administrators under ED
140,408	456	-	6,667	6-8	0-5	14-15 Data
115,000	445	17,250	5,130	K-6	0-5	School has 2-3 various directors/administrators under ED
141,203	419	-	-	K-6	5-10	School has 1-2 various directors/administrators under ED
110,000	395	-	8,395	K-8	10+	14-15 Data
130,000	332	-	4,449	6-12	0-5	School has 1-2 various directors/administrators under ED
122,000	297	-	6,772	K-5	0-5	School has 2-3 various directors/administrators under ED
165,000	252	-	7,200	9-12	0-5	School has 3-4 various directors/administrators under ED
116,133	252	-	6,064	9-12	10+	
95,000	227	-	6,800	K-8	0-5	
115,000	211	-	6,000	K-8	10+	School has 1-2 various directors/administrators under ED
120,000	180	-	6,000	K-8	0-5	
150,000	127	-	5,097	K-8	0-5	School has 1-2 various directors/administrators under ED
98,000	108	-	-	K-6	0-5	
135,000	73	-	8,000	K-5	0-5	Two separate heads of school, each making this figure
115,000	65	-	8,600	K-5	0-5	School has 1-2 various directors/administrators under ED
135,390	Average salary across all comparables					
144,159	Average salary for 300+ADA					
214,500	Max salary for 300+ ADA					

**Bay Area CMO Executive Compensation**

School Organization	Position	Reportable income	Other income	Total income	990 year
Rocketship Education	CEO	\$168,291	\$15,638	\$183,929	2014
Summit Public Schools	CEO	\$163,000	\$26,983	\$189,983	2014
CEIBA	President	\$150,000	0	\$150,000	2014
ACE Charter	ED	175,000	6,298	\$181,298	2015
ALPHA Public Schools	CEO	\$132,203	\$8,548	\$140,751	2015
Downtown College Prep	ED	\$171,682	\$14,802	\$186,484	2015
VOICES College Bound Language Area	President	\$129,829	\$32,248	\$162,077	2015
Aspire Public Schools	Superintendent	\$139,019	\$24,627	\$163,646	2014
Amethod	ED	\$108,812	0	\$108,812	2014
Education for Change	CEO	\$169,448	\$31,560	\$201,008	2014
KIPP Bay Area	ED	\$186,167	\$17,197	\$203,364	2014
	<b>Average</b>	<b>\$153,950</b>	<b>\$16,173</b>	<b>\$170,123</b>	
	<b>Max</b>	<b>\$186,167</b>	<b>\$32,248</b>	<b>\$203,364</b>	

## **RESOLUTION OF THE BOARD OF DIRECTORS OF NAVIGATOR SCHOOLS, INC.**

The Board of Directors (“Board”) of Navigator Schools, Inc. (“NS”), a tax exempt, California nonprofit public benefit corporation operating public charter schools, does hereby adopt the following resolution pursuant to the provisions of the California Nonprofit Integrity Act, and as also required by the Internal Revenue Service requirements for tax exempt 501(c)(3) entities:

WHEREAS, when NS considers renewing or extending a contract term or modifying total compensation (separate from organization wide increases) to be paid to the NS Chief Executive Officer (“CEO”), the Board must ensure that such compensation is reasonable; and

WHEREAS, the Board must determine the compensation of the CEO within the confines of legal requirements and best practices for tax exempt, nonprofit corporations; and

WHEREAS, the Board must ensure the CEO’s compensation is within the range of similar organizations across the region, also taking into account other factors the Board believes pertinent to the setting of its CEO’s compensation; and

WHEREAS, the Board desires to take all recommended steps to ensure the compensation paid to the CEO is reasonable, and that the Board has followed legally required procedures, as detailed below:

1. Approval of Compensation. The Board must evaluate the compensation of the CEO and approve in advance any change to the compensation for the chief executive officer.
2. Definitions. For purposes of this resolution, chief executive officer of NS is the CEO, and the total compensation paid to the CEO is understood to include a base salary, any bonuses, retirement benefits, fringe benefits, liability insurance premiums, and other monetary or non-monetary benefits provided.
3. Recusal. Any Board members related to the CEO, any employee Board members reporting to the CEO or under his/her supervision, or any other individual having a personal interest in the compensation paid to the CEO, and the CEO himself/herself have been excluded from the Board’s discussion and determination of reasonable compensation.
4. Determining Compensation. The Board’s review of compensation data will guide the Board prior to its making any decisions to alter the CEO’s compensation to ensure the compensation to be paid is reasonable. When determining whether the compensation or any change to compensation is reasonable, the Board:
  - a. Has been presented with and considered comparability data and compared the compensation to be paid to the CEO with the compensation paid to the equivalent executive officers from at least three (3) similar organizations

operating in metropolitan areas that have comparable revenues, employees, service populations and skills.

- b. Recognizes the unique benefits provided by the CEO to NS, including the following: (a) fidelity to the job description and position requirements as articulated in the charter petitions; and (c) charter operations, finance and leadership experience, which would be difficult to replace.]

- 5. Source of Comparability Data. The Board has reviewed comparability data by documenting the compensation paid to officers holding similar positions in similar organizations. (See attached documentation at **Exhibit A**, CEO Reasonable Compensation Comparability Data, attached here and incorporated by reference.) Specifically, the compensation paid to school leaders at similar nonprofits operating public charter schools, as documented by Forms 990 filed with the IRS, leaders of local private schools as documented by Forms 990, and an examination of compensation paid to regional public school district superintendents and/or principals, as documented in public records.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors hereby adopts the foregoing resolution.

BE IT FURTHER RESOLVED, that the Secretary of the Board hereby is authorized to certify this resolution.

\* \* \*

IN WITNESS WHEREOF, the Board of Directors has adopted the above resolution by the following vote at a regular Board meeting this \_\_17th\_\_ day of \_\_August\_\_, 2017.

Ayes:

Nos:

Abstentions:

By: \_\_\_\_\_  
Alicia Gallegos Fambrini, Secretary

## Coversheet

### Possible Board Approval of Updated Employment Contract for Chief Executive Officer

<b>Section:</b>	VII. Other Business
<b>Item:</b>	G. Possible Board Approval of Updated Employment Contract for Chief Executive Officer
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	CEO_Employ_Agreement_2017_10_24.pdf



**AT-WILL EMPLOYMENT AGREEMENT**  
**Between**  
**NAVIGATOR SCHOOLS AND CHIEF EXECUTIVE OFFICER**

THIS EMPLOYMENT AGREEMENT (“Agreement”) is entered into by and between the above named employee (“Employee”) and the Governing Board (“Board”) of Navigator Schools (“Navigator”) an organization composed of Gilroy Prep, a California public charter school approved by the Gilroy Unified School District (“District”) and Hollister Prep, a California public charter school approved by the Hollister Unified School District. The Board desires to hire employees who will assist Navigator in achieving the goals and meeting the requirements of Navigator’s charter. The parties recognize that Navigator is not governed by the provisions of the California Education Code, except as expressly set forth in the Charter Schools Act of 1992. The Board desires to engage the services of the Employee for purposes of assisting Navigator in implementing its purposes, policies, and procedures.

WHEREAS, Navigator and Employee wish to enter into an employment relationship under the conditions set forth herein, the parties hereby agree as follows:

**A. STATUTORY PROVISIONS RELATING TO CHARTER SCHOOL EMPLOYMENT**

1. Navigator has been established and operates pursuant to the Charter Schools Act of 1992, Education Code section 47600, *et seq.* Navigator has been duly approved by the District, according to the laws of the State of California.
2. Pursuant to Education Code section 47604, Navigator has elected to be formed and to operate as a non-profit public benefit corporation pursuant to the Non-Profit Public Benefit Corporation Law of California (Part 2, commencing with section 5110 *et seq.* of the Corporations Code). As such, Navigator is considered a separate legal entity from the District, which granted the charter. The District shall not be liable for any debts and obligations of Navigator, and the employee signing below expressly recognizes that he/she is being employed by Navigator and not the District.
3. Pursuant to Education Code section 47610, Navigator must comply with all of the provisions set forth in its charter, but is otherwise exempt from the laws governing school districts except as specified in Education Code section 47610.
4. Navigator shall be deemed the exclusive public school employer of the employees at Navigator for purposes of Government Code section 3540.1.

\_\_\_\_\_  
 Employee’s Initials

**B. EMPLOYMENT TERMS AND CONDITIONS****1. Duties**

Employee shall work in the position of Chief Executive Officer for Navigator School. Employee will perform such duties as Navigator may reasonably assign and Employee will abide by all Navigator's policies and procedures as adopted and amended from time to time. Employee further agrees to abide by Navigator's charter.

A copy of the job description for the above position is attached hereto and incorporated by reference herein. These duties may be amended from time to time in the sole discretion of Navigator.

**2. Work Schedule**

The daily work schedule for this full-time position shall generally be Monday through Friday, 7:30 a.m. to 4:30 p.m. While the Employee shall generally be available at Navigator during this time period, the duties of this position may require work on weekends and before and after the regular hours of the work day.

Workdays for the Employee shall be consistent with the applicable calendar of workdays for this position. The current year schedule is attached hereto and incorporated by reference herein.

The Employee will not render services in person or by electronic means, paid or otherwise, for any other person or entity during contracted work hours with Navigator.

**3. Compensation**

The annual compensation for this position shall be \$xxx,xxx effective as of July 1, 2017, subject to all regular withholdings, which shall be paid in twelve (12) monthly installments of \$xxxxx. Employee's compensation may be prorated depending on whether he/she remains employed, or in active work status, for the entire year. As an exempt employee, Employee shall not be eligible to earn overtime.

**4. Benefits:**

a. **Health Benefits.** At the School's expense, the Employee shall be afforded such health and other benefits of employment as shall be granted to Navigator's management employees, including entitlement to participation in PERS or STRS (if applicable).

b. **Vacation Leave.** Employee will not accrue paid vacation days. However, the employee may be entitled to paid time off during the School's scheduled breaks, if and only if, the employee remains in active status during that time.

c. **Sick Leave.** Employee shall be entitled to 10 sick days annually.

\_\_\_\_\_ Employee's Initial

5. **Performance Evaluation**

The Board or designee shall evaluate the performance of Employee at least once annually. This evaluation shall be based on the job description and performance objectives as defined in this Agreement. If applicable, the evaluation shall include recommendations as to areas of improvement in all instances where the Board deems such to be necessary or appropriate. A copy of the written evaluation shall be delivered to Employee and he/she shall have the right to make an oral or written response to the evaluation. Within thirty (30) days of the delivery of the written evaluation to Employee, the Board or designee shall meet with Employee to discuss the evaluation.

Failure to evaluate the Employee shall in no way impair the School's ability to release the Employee on an at-will basis.

6. **Employee Rights**

Employment rights and benefits for employment at Navigator shall only be as specified in this Employment Agreement, Navigator's charter, the Charter Schools Act and Navigator's Employee Handbook, which from time to time may be amended and modified by Navigator. Employment rights and benefits may be affected by other applicable agreements or directives or advisories from the California Department of Education or the State Board of Education. During the term of this Agreement, Employee shall not acquire or accrue tenure, or any employment rights with Navigator.

7. **Licensure**

Employee understands that employment is contingent upon verification and maintenance of any applicable licensure and/or credentials.

8. **Child Abuse and Neglect Reporting**

California Penal Code section 11166 requires any child care custodian who has knowledge of, or observes, a child in his or her professional capacity or within the scope of his or her employment whom he or she knows or reasonably suspects has been the victim of child abuse to report the known or suspected instance of child abuse to a child protective agency immediately, or as soon as practically possible, by telephone and to prepare and send a written report thereof within thirty-six (36) hours of receiving the information concerning the incident.

By executing this Agreement, the Employee acknowledges he or she is a child care custodian and is certifying that he or she has knowledge of California Penal Code section 11166 and will comply with its provisions.

\_\_\_\_\_ Employee's Initial

9. **Fingerprinting/TB Clearance**

Fingerprint clearance for Employee will be acquired through submitting the Employee's fingerprints to the California Department of Justice. Employee will be required to assume the cost of all fees related to the fingerprinting process. Employee will be required to submit evidence from a licensed physician and/or licensed entity that he/she was found to be free from active tuberculosis. Both clearances need to be in place prior to the first day of service.

10. **Conflicts of Interest**

Employee understands that, while employed at the School, he or she will have access to confidential and proprietary information. Employee therefore shall not maintain employment or contracts for employment, or engage in any consultant or independent contractor relationship, with any other agency or school that will in any way conflict with his/her employment with Navigator.

11. **Outside Professional Activities**

Upon obtaining prior written approval of the Executive Director, the Employee may undertake for consideration outside professional activities, including consulting, speaking, and writing. The outside activities shall not occur during regular work hours. Navigator shall in no way be responsible for any expenses attendant to the performance of such outside activities.

12. **Expense Reimbursement**

Navigator shall reimburse Employee for all documented actual and necessary expenses personally incurred within the scope of employment in accordance with applicable Navigator policy and authorization.

13. **Required Contract Provisions**

The following provisions are required to be included in this Agreement by the California Government Code:

a. **Limitations on Cash Settlement**

In no case upon termination of this Agreement shall the maximum cash settlement exceed an amount equal to the monthly salary of Employee multiplied by twelve (12).

b. **Required Reimbursements**

Employee shall be required to reimburse Navigator for any salary or fees he/she receives from Navigator in relation to his/her placement on paid administrative leave pending criminal charges if he/she is convicted of a crime involving the abuse of his/her office/position. Regardless of the term of this Agreement, if the Agreement is terminated, Employee must

\_\_\_\_ Employee's Initial

reimburse Navigator for any cash settlement he/she receives in relation to his/her termination if he/she is convicted of a crime involving the abuse of his/her office/position.

**C. EMPLOYMENT AT-WILL**

Navigator may terminate this Agreement and Employee's employment at any time with or without cause, with or without advance notice, at Navigator's sole and unreviewable discretion. Either party may immediately terminate this Agreement and Navigator's employment upon written notice to the other party.

Employee also may be demoted or disciplined and the terms of his or her employment may be altered at any time, with or without cause, at the discretion of Navigator. No one other than the Board of Navigator or designee has the authority to alter this arrangement, to enter into an agreement for employment for a specified period of time, or to make any agreement contrary to the term of this Agreement, and any such agreement must be in writing and must be signed by the Board of Navigator or designee and by the affected employee and must specifically state the intention to alter this "at-will" relationship.

In the event of charter revocation or non-renewal, all contractual obligations under this Agreement cease immediately upon the effective date of revocation or non-renewal.

**D. GENERAL PROVISIONS**

**1. Waiver of Breach**

The waiver by either party, or the failure of either party to claim a breach of any provision of this Agreement, will not operate or be construed as a waiver of any subsequent breach.

**2. Assignment**

The rights and obligations of the respective parties under the Agreement will inure to the benefit of and will be binding upon the heirs, legal representatives, successors and assigns of the parties hereto; provided, however, that this Agreement will not be assignable by either party without prior written consent of the other party.

**3. Governing Law**

This Agreement will be governed by, construed, and enforced in accordance with the laws of the State of California.

**4. Partial Invalidity**

If any provision of this Agreement is found to be invalid or unenforceable by any court, the remaining provisions hereof will remain in effect unless such partial invalidity or unenforceability would defeat an essential business purpose of the Agreement.

\_\_\_\_ Employee's Initial

**E. ACCEPTANCE OF EMPLOYMENT**

By signing below, the Employee declares as follows:

1. I have read this Agreement and accept employment with Navigator on the terms specified herein.
2. All information I have provided to Navigator related to my employment is true and accurate.
3. A copy of the job description is attached hereto.
4. This is the entire agreement between Navigator and me regarding the terms and conditions of my employment. This is a final and complete agreement and there are no other agreements, oral or written, express or implied, concerning the subject matter of this Agreement.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

**Navigator Approval:**

Dated: \_\_\_\_\_  
Board President

***This Employment Agreement is subject to ratification  
and approval by the Governing Board of Navigator.***