



Navigator Schools

Board Meeting

Date and Time

Tuesday December 11, 2018 at 6:00 PM PST

Location

Gilroy Prep School, Gilroy, CA

Teleconference Locations

- Gilroy Prep School, 277 IOOF Avenue, Gilroy, CA 95020
 - Hollister Prep School, 881 Line Street, Hollister, CA 95023
-

Agenda

I. Opening Items

Opening Items

- A.** Record Attendance and Guests
- B.** Call the Meeting to Order
The meeting is called to order with opening remarks.
- C.** Public Comment on Items not Covered on the Regular Agenda
- D.** Approve Minutes from the October 2, 2018 Board Meeting

E. CEO Update

The CEO will provide an update to the Board. Written updates from each director are included in the meeting packet.

II. Consent Agenda

A. SELPA Documents

The board will vote on the approval of two annual documents: the 2018-19 El Dorado SELPA Agreement and the 2018-19 Federal SELPA LEA Assurances.

B. 2018-19 Education Protection Act Expenditures

The board will vote to approve 2018-19 Education Protection Act Expenditures.

III. Topical Items

Governance

A. WPS Update

K. Carr will provide updates covering WPS lobbying, parent engagement, and the WPS ACCS presentation (20 minutes). She will also lead a Q&A on the WPS charter presentation (10 minutes).
K. Sved will present a WPS facilities update (30 minutes).

B. Vote to Approve Consulting Services Agreement: Elizabeth Sanborn

The board will vote on the approval of a consulting services agreement for Elizabeth Sanborn to support WPS facilities development.

C. Finance Committee Report

J. Montgomery will report on the latest meeting of the NS Finance Committee.

D. Finance: 2017-18 Audit Approval

The board will vote on the approval of the 2017-18 NS Audit.

E. Finance: 2018-19 Financials

J. Montgomery will present 2018-19 Financials.

F. 2018-19 Budget Revise

The board will consider revising the 2018-19 budget based on year-to-date actuals, year-end forecasts, and additional staffing needs.

G. Governance Committee Report

C. Wright will report on the latest meeting of the NS Governance Committee, including an update on the board member recruitment process.

H. Academic Success Committee

The board will vote on the approval of the creation of a new Academic Success Committee.

I. NS Priorities Update

Kevin Sved will lead a presentation on NS priorities.

J. Vote to Approve Consulting Services Agreement: Andrew Bray

The board will vote on the approval of a consulting services agreement for Andrew Bray to support the planning process for expanding dissemination services.

K. Expanding Services to Wonderful Prep

The board will consider delegating authority to the CEO to amend the current professional services contract with Wonderful Prep.

IV. Closing Items

A. Adjourn Meeting

Coversheet

Approve Minutes from the October 2, 2018 Board Meeting

Section: I. Opening Items
Item: D. Approve Minutes from the October 2, 2018 Board Meeting
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Board Meeting on October 2, 2018

APPROVED



Navigator Schools

Minutes

Board Meeting

Date and Time

Tuesday October 2, 2018 at 6:00 PM

Location

Hollister Prep School, 881 Line Street, Hollister, CA 95023

Teleconference Locations

- Gilroy Prep School, 277 IOOF Avenue, Gilroy, CA 95020
- Hollister Prep School, 881 Line Street, Hollister, CA 95023
- 1215 Talbryn Drive, Belmont, CA 94002

Directors Present

Caitrin Wright, Fiaau Ohmann, JP Anderson (remote), John Flaherty, John Glover, Joyce Montgomery (remote), Nora Crivello

Directors Absent

Alicia Gallegos Fambrini

Guests Present

Sean Martin

I. Opening Items

A.

Record Attendance and Guests

B. Call the Meeting to Order

Caitrin Wright called a meeting of the board of directors of Navigator Schools to order on Tuesday Oct 2, 2018 at 6:08 PM.

C. Wright expressed appreciation for the work of NS teachers and staff.

C. Public Comment on Items not Covered on the Regular Agenda

There were no public comments.

D. Approve Minutes from the August 22, 2018 Board Meeting

Nora Crivello made a motion to approve minutes from the Board Meeting on 08-22-18 Board Meeting on 08-22-18.

Fiaau Ohmann seconded the motion.

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

Roll Call

Fiaau Ohmann	Aye
John Glover	Aye
Nora Crivello	Aye
Caitrin Wright	Aye
JP Anderson	Aye
Joyce Montgomery	Aye
Alicia Gallegos Fambrini	Absent
John Flaherty	Aye

E. Approve Revised Minutes from the June 19, 2018 Board Meeting

Fiaau Ohmann made a motion to approve minutes from the Board Meeting on 06-19-18 Board Meeting on 06-19-18.

Nora Crivello seconded the motion.

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

Roll Call

Joyce Montgomery	Aye
John Flaherty	Aye
Fiaau Ohmann	Aye
Alicia Gallegos Fambrini	Absent
Nora Crivello	Aye
John Glover	Aye
JP Anderson	Aye
Caitrin Wright	Aye

F. CEO Update

K. Sved highlighted inclusion of the CEO Update document in the meeting packet. A. Ortiz defined PENSEC for board members (Pupil Estimates for New or Significantly Expanding Charters). J. Montgomery requested that items relating to staff evaluation be included in the next HR report, and M. Alnas Alatorre confirmed that information would be included.

II. Consent Agenda

A. Pinnacle Bank Account Revision

John Glover made a motion to approve the Pinnacle Bank resolution.

John Flaherty seconded the motion.

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

Roll Call

John Glover	Aye
JP Anderson	Aye
Joyce Montgomery	Aye
Nora Crivello	Aye
Fiaau Ohmann	Aye
John Flaherty	Aye
Caitrin Wright	Aye
Alicia Gallegos Fambrini	Absent

III. Topical Items

A. SBAC Scores Presentation

J. Dent presented a review of 2018 SBAC scores and the board provided feedback and asked clarifying questions. J. Montgomery expressed interest in expanded year-to-year data, at grade level and also from teacher-to-teacher. Board members were interested in connections between recent SBAC performance and LCAP. K. Sved noted that, in terms of the LCAP, we speak in terms of distance-from-met (or DF3) rather than proficiency rates. He mentioned that more information regarding DF3 and LCAP alignment will be provided at the next board meeting, pending release of CA Schools Dashboard data.

J. Dent explained a key point relating to cohort performance and the impact of RFEP rates. The board asked questions about the performance of specific grades (current and over previous years). J. Dent summarized key takeaways from this year's data as prompted by C. Wright. His observations included several key topics, including strength of ELA scores, increasing capacity for predictive data, and professional development for new teachers. C. Wright inquired as to how we are using analytics to inform practice and continuous improvement. J. Glover asked related questions about the capacity of NS to predict SBAC outcomes for subgroups.

Staff and board members considered high-impact strategies to effectively engage the board in terms of the annual analysis of SBAC scores and related data. Potential roles of the board were discussed. Connections to annual planning and the allotment of resources were also considered. C. Wright shared an interest in the increased review of achievement results at committee level.

B. Watsonville Prep School Charter Petition Update

K. Carr reviewed NS staff attendance at a recent CA State Board of Education meeting and subsequent conversations with CCSA and legal advisors. She summarized the latest planning and engagement activities of R. Castaneda, our Community Engagement Facilitator. At the request of C. Wright, K. Carr provided an overview of the charter approval process, including an explanation of the upcoming presentation at the Advisory Commission on Charter Schools (ACCS).

K. Sved listed potential speakers who would support NS at the petition hearings. J. Flaherty emphasized the importance of developing an overall strategy for identifying and confirming speakers, including the concretizing of a conceptual framework for choosing types of speakers based on background, expertise, role, and sector, for example. J. Glover also asked about efforts at a strategic level, and K. Sved provided further information on the state board meeting, including number of speakers and allotted times.

C. Wright expressed thanks to staff for keeping WPS parents hopeful. K. Sved thanked K. Carr for her successful effort to deliver the petition binder to the state.

C. Facilities Overview and Key Issues

K. Sved introduced Elizabeth Sanborn, and she summarized her long history of advising charter schools on the development and funding of facilities. She explained numerous key issues and strategies to attendees via PowerPoint. The board asked questions relating to real estate, funding strategies, site control, timelines, and community relationships. K. Sved described legal and organizational risks involved with certain development strategies. The board discussed facility development issues related to Proposition 39, numbers of students in classes and grades, and technology.

D. Finance Report

A. Ortiz detailed favorable and unfavorable variances, and she reviewed revenue goals, the balance sheet, and related tables. J. Montgomery review the finance committee's thoughts on the variances and thanked A. Ortiz for her presentation.

E.

Governance Committee Report

C. Wright described the committee's interest in and efforts toward furthering a continuing shift of board role (relating to NS goals) from management to consultation. She considered committee goals and board goals and wondered what more the board should be doing to deliver organizational priorities. J. Flaherty asked about future board retreats, and C. Wright described the efforts of the committee to plan such a meeting, including a new consideration of the season for such an event. The board also discussed board expansion, committee expansion, and the potential role of future members or non-board members on committees. C. Wright described the expansion process, in part, as a confluence of competencies and geographies. The board also discussed the potential role of parents as board members, especially relating to NS growth and issues relating to charter petitions.

F. Ohmann shared her experiences as a new board member, including her attendance at petition-related events in Watsonville and Santa Cruz. C. Wright thanked her for sharing, and the board discussed strategies and structures for the onboarding of additional members, including provisional members.

The board discussed the roles of committees, and how they might review data with more frequency and in a more in-depth fashion than the entire board.

F. Data Dashboard Update

S. Martin presented a list of potential dashboard elements. He shared examples of data visualizations. The board provided insights and observations for the development of a data dashboard. J. Glover introduced concepts of altitude and recurrence (update frequency). Board members explored the definition of dashboard. C. Wright suggested that the governance committee might be able to consider these issues further, especially in terms of outlining basic principles and determining frequency of updates for specific components.

G. NS Priorities Update

K. Sved led a discussion of NS priorities. J. Montgomery inquired as to whether or not the list included LCAP goals, and K. Sved explained that the LCAP was incorporated into the final NS priority. J. Montgomery also suggested that the topics of HPS facilities and WPS facilities should not be separated; rather, they should be combined into a single topic. C. Wright was interested in knowing more about the levels at which staff discusses the priorities, and K. Sved provided a thorough explanation, referring to different types and levels of meetings. He also suggested that in the future certain committees could monitor specific priorities. C. Wright highlighted the importance of tracking progress related to the priorities, and J. Glover shared his experience at another organization with such a process. C. Wright noted the board's appreciation of K. Sved's efforts to provide regular updates on priorities to the board.

IV. Closing Items

A. Adjourn Meeting

Caitrin Wright made a motion to adjourn the meeting.

John Glover seconded the motion.

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

Roll Call

Joyce Montgomery	Aye
Fiaau Ohmann	Aye
Caitrin Wright	Aye
Alicia Gallegos Fambrini	Absent
Nora Crivello	Aye
JP Anderson	Aye
John Glover	Aye
John Flaherty	Aye

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:39 PM.

Respectfully Submitted,
Sean Martin

Coversheet

CEO Update

Section: I. Opening Items
Item: E. CEO Update
Purpose: FYI
Submitted by:
Related Material: CEO Update.pdf
Engagement and Partnerships Update.pdf
Student Services Update.pdf
ITOM Update.pdf
Academics Update.pdf
Business and Finance Update.pdf
Human Resources Update.pdf



Date: December 4, 2018

To: Board of Directors

From: Kevin Sved, CEO

Re: CEO Update

This CEO Update is dedicated to the extremely important topic of securing facilities for Watsonville Prep School (WPS). I have been working with real estate broker Elizabeth Sanborn, who presented during the October board meeting. Pacific Charter School Development (PCSD) has been helpful in vetting potential sites and performing affordability analysis, as well as providing project management support. PCSD helped us bring on an experienced architectural firm, ARTIK, to support the site feasibility process. This outside professional support has been critical, and still this project has required an intensive time investment on my time, as I am serving as the lead on securing WPS facilities among our Support Office team. Our Director of IT and Operations will have a big lift in getting the site ready and operational. Our Director of Business and Finance will be instrumental with budgeting, accounting, and insurance.

There are a number of options that we are pursuing, which we will discuss during the facilities update. Getting a site under control at an affordable cost while we do the necessary feasibility analysis has its challenges. Nonetheless, we are optimistic and hungry and will continue to work hard until a suitable site for Watsonville Prep is secured.

While I have wondered at times if a CEO at this stage in Navigator's growth should be so hands-on, my focus on this work was a conscious decision based on funding availability and budgetary priorities. I am grateful that I have had the opportunity to do this work for many reasons. First, securing a suitable location is of imminent importance for WPS, and I have experience to contribute. Secondly, it has provided me with opportunities to meet many people in the new community that we will serve. Thirdly, it helps me remember and appreciate how difficult charter school facilities can be, and to continue the learning and development process. It will help me better support and guide Navigator's future facility lead as we look to open schools four and five.

We are very grateful for the excellent facilities provided to us for Gilroy Prep and Hollister Prep. Gilroy Unified School District and Hollister School District have been great facility partners, providing these sites through Proposition 39. The costs for these facilities is primarily two percent of our LCFF revenue. While we have a Prop 39 request in to Pajaro Valley Unified School District (PVUSD), and PVUSD is required to make a facilities offer to WPS, we must be prepared with another site in the event the PVUSD offer is not acceptable. I am confident that we will find a suitable site and appreciate your support.



Date: 11/29/18

To: Navigator Schools Board of Directors

From: Kirsten Carr

Re: Engagement & Partnerships Update

Below is an update of the Engagement & Partnerships efforts to assist Navigator Schools with its various goals & objectives as well as achieving departmental priorities.

1. Growth & Engagement
 - a. Watsonville Prep School (see separate report)
 - b. Working with both sites on recruitment activities for the 2019 lottery. As this is our first year with the new priority including Free & Reduced lunch recipients, we are reviewing opportunities for a more deliberate outreach program.
2. Strengthen Parent & Student Engagement
 - a. In conjunction with the Student Services Department, Navigator Schools organized a Thanksgiving food drive for Navigator families. With only the support of Navigator employees, 30 Navigator families received the fixings for a full Thanksgiving meal. Preparations are underway for a Christmas program as well.
 - b. To maintain relationships with our Navi graduates, we collected contact information from our 8th graders at the end of last year and invited our 1st class of alumni to attend and volunteer at the Harvest Fair at GPS in October. The creation of the group message connected some of the alumni to one another and reminded them they have an entire campus of people available to support them.
 - c. With the Director of Student Services, attended the National Association to Educate Homeless Children & Youth Conference in late October. Received valuable resources and insight into services we should be offering to our families and students.
3. Maintain Culture of Excellence
 - a. Using questions from the New Teacher Project and SEL resources, revised family engagement and staff satisfaction surveys will be distributed in the next week. Results from these surveys will be evaluated and action steps taken to address areas of need. Since the questions are being asked for the first time, we will also use these results as baseline data.
4. External Services Support
 - a. To assist in the sharing of best practices and learning opportunities with other schools & organizations, Navigator Schools has hosted the following tours in the past few months.
 - i. Gilroy Unified School District
 - ii. Charter School Growth Fund
 - iii. Grimmway Academy
 - iv. ACE - University of Notre Dame
 - v. AF Critical Friends visit
 - vi. CityBridge Education
 - vii. Emerson Collective

- b. As part of the Educational Leadership Team, staff applied for and received a pilot-program grant from New Schools Venture Fund to create a method to share best practices and implement Navigator educational programming into non-Navigator classrooms (both in traditional public classrooms and charter classrooms).



Date: 11/26/18

To: Board of Trustees

From: Sharon Waller

Re: Student Services Updates

I attended three trainings, along with school site teams and Support Office staff, related to the Multi-Tiered System of Supports (MTSS) Grant we received. The trainings are helping us identify how to improve our existing supports to students in areas of academics, behavior and social emotional skills

With Tina Hill, the GPS Resource Specialist, we've been training a new Resource Specialist (RS) intern to be ready to sub for our Hollister Prep School RS during her maternity leave. Heather McPherson will be taking over in mid-December or early January.

With the MTSS Coordinator and a classroom teacher, I attended a Social Emotional Learning (SEL) seminar at the County Office of Education in Sacramento designed to help participants from all over the state learn how to integrate SEL into the academic program.

I worked with the GPS Student Services staff to ensure that a student transitioned smoothly to a non-public school program located at Rebekah Children's Center.

I joined the WPS team to help launch the WPS Reading Club for Watsonville children and their parents.

The Student Services Department is beginning to evaluate baseline data from the SEL survey that was given to all 3rd-8th grade students this October (and will be given again in the Spring). The data will be used to help us identify the success of our SEL implementation over time.



Date: 11/29/18

To: Board of Trustees

From: Benjamin Moeller

Re: ITOM Updates

This school year continues to be another year of growth for ITOM and the new Team Ops. Beginning with our reporting and school office responsibilities, our immunizations report for both school sites have been completed and turned in. The office staff, with the support of Alex Mijares, have begun a data integrity project by reviewing every current student record to make sure our systems are accurate and up to date. With help from Alex and partnership with Victoria Garcia, Navigator Schools has an updated K-5 report card that can be used year to year and offers the similar look, feel, and experience as our recently updated Middle School Report Card from last school year.

In Information Technology, we performed our annual inventory for our IT hardware at all sites. We have a goal of 95% accuracy, and our IT team exceeded that target and hit 97%. Currently, our urgent turn around time (TAT) for urgent tickets is 1.2 hours, well exceeding our initial goal of 3.5 hours. Our Network uptime has been 100% during school hours. Currently, the IT Team is working on updating all devices to the latest operating systems released this fall, while still offering superior customer service to our staff and students.

The Operations and Maintenance team have been busy with keeping our schools safe and clean. The two main callouts are a successful onboarding of our new SO/HPS Custodian, Elizabeth Vasquez, and the GPS Food Services team received a 100% Food Facility Inspection. The Ops and Maintenance team have also been busy with: disinfecting the school campuses over Thanksgiving Break, playground structure repairs, GPS GYM LED lighting retrofit, 4 HVAC

units replaced at GPS, traffic study with GUSD and City of Gilroy, and supported both schools Harvest Festivals.

Team Ops, which includes the team from ITOM, the VP of Ops, and the office staff from each school, have made several key improvements this year. First, it was identified there were several challenges with the GPS bell schedule during the lunch times. We collected feedback from our Food Services staff, ITOM Team Members, school staff, and school leadership. Aimee Hubbard and I lead the initiative to partner with all school-level employees to find a solution that will work better for staff and students. I am thrilled to announce that starting in January, GPS will be using a new bell schedule to answer the challenges we were facing. This could not have happened if it was not for the creation of Team Ops. Secondly, the HPS Leaders needed a better layout in their office to support collaboration among the leaders and provide uninterrupted workspace. Team Ops rose to the occasion with Alex Mijares, Fulgence Dulay, Javier Media, and Nicholas Bakhich working together to come up with the best solution possible, while making sure to be cost-effective. It only took the team about a month from start to finish, and the HPS leaders report they love their new setup.

In closing, while no team is perfect, I am extremely proud of the ITOM team members because of their continuous improvement, along with their continuous focus on supporting our staff and students with superior customer service. Our customer satisfaction is at 99% across all teams in ITOM. Team Ops continues to learn and grow as a new team and I look forward to future successes. Every learning and step ITOM and Team Ops makes just means even more support and success for our staff and students.



Date: November 29, 2018

To: Navigator Schools Board of Directors

From: James Dent, Chief Academic Officer

Re: Academic Update

Math Priority

- This year we launched an initiative to improve our mathematics instruction using a process called Concrete, Representational and Abstract (CRA). The process helps students (and teachers) move from concrete understanding of math concepts before learning the abstract (such as $\text{Area} = L \times W$). As students of math in this country, we all were taught with a high emphasis on the abstract which does not lead to deep understanding.
- Over the course of the year, we have held three sessions for our teachers and small group instructors. At the end of the most recent session we asked teachers about their confidence and capacity to instruct using CRA as a basis for instruction. There was a strong sense that teachers have improved their practice as a result of this focus. The site leaders have also noted continual improvement of math instruction this year.
- Navigator launched a new math fluency program this year called Reflex. This program, partnered with a weekly focus on math facts, is a second prong of our math improvement this year. In previous year, math fact fluency was not a clear focus. This year, teachers give weekly two-minute tests to monitor progress. In the coming months, students will be offered additional time after school if they have not mastered their facts.

Site Leader Development Priority

- With the opening of WPS, it has been critical to continue to build our internal leadership capacity. This year, our eight coaches and several mentor teachers have received a high level of focus around their coaching skills. As an organization we take pride in the high quality teachers that we have developed and it is through coaching that this has occurred.
- Next year, with the opening of WPS, we will have twelve coaches helping to develop the dozens of fabulous instructors that make up our site teams.

Dissemination

- Navigator recently received a pilot grant from the New Schools Venture Fund to explore the possibility of becoming a "model provider". This 78K grant will allow us to build a plan for next school year in which we can support between 2-5 schools outside our network. This would be made possible by a second, larger grant that we will apply for this spring.
- The partnership with Wonderful Prep continues to go strong. We have visited them twice and they have visited us once so far. The experience has been very positive so far and we have observed a powerful shift in their model thanks to our support. We have

also been able to document many of our best practices through this partnership and have been able to make them available for our own internal use as well.



Date: December 4, 2018

To: Navigator Schools Board of Directors

From: Ami Ortiz, Director of Business & Finance

Re: Finance Update

- HPS received approval for the expansion grant from PCSGP for \$60,000. These funds will go towards the technology purchased for HPS Middle School
- CMO received a grant from New Schools Venture Fund in the amount of \$78,000
- First Interim Reports are due to Districts and Counties by December 14th
- Annual Audit completed
- Attending the Charter Schools Development Center's Annual conference on December 10-11
- California School Dashboard was completed on time for both HPS and GPS
- Budget planning begins in December
- Attending the ACCS meeting on December 13th with Navigator Team
- Board approved Audit must be submitted to Districts, Counties, CDE and SELPA by December 15th



Date: November 29, 2018

To: Navigator Schools Board of Directors

From: Melissa Alatorre Alnas, Director of Human Resources

Re: Human Resources Update

Below you will find an update from Human Resources regarding efforts to support Navigator Schools to attain our mission, and meet organizational and departmental goals and objectives.

Credentialing & Partnerships

- Heather and I are currently collaborating with Relay Graduate School of Education leaders on a potential partnership in the area of credentialing
- Relay will launch a Bay Area Graduate School of Education in the Fall and are very interested in partnering with Navigator Schools to support Teachers in Training and Teachers to complete their educational degrees through Relay's Bay Area program
- Relay leaders from both East and West coast programs will tour GPS on December 03, details of the partnership will be further discussed on that date
- As Navigator has had great success come out of making sure that our school leaders participate in Relay's Instructional Leadership Professional Development, we look forward to strengthening the partnership with the credential/masters program partnership
- Partnered with County (San Benito) and local district Personnel leaders to agree upon a countywide Teacher Recruitment Fair, which will take place in March of 2019

Performance Management (Directors & Chief)

- Kevin and I have collaborated to update the Performance Management document that is used for the evaluation of Directors and Chief Academic Officer (CAO)
- The previous document focused on goals connected to Board priorities
- The updated document goal section has been influenced by Achievement First's (AF) Professional Growth Plan and focuses on departmental and individual professional goals
- The other sections (Performance, Leadership, and Core Functions) remain the same, with some tweaks in verbiage to reflect some of our team's current work (Lencioni work-Hungry, Humble, Smart, ACT and Communication Culture training, leadership SERVE values)
- Kevin is currently implementing a mid-year evaluation cycle with Directors and CAO, with third quarter cycle happening in March and end-of year in June

WPS

- Sent out an all-staff email announcing (pending State approval in January) WPS positions
- Asked staff to send a letter of interest if they would like to be considered for one or more open WPS positions
- Launched a WPS EdJoin site, posting open positions (pending State approval was included on all postings)

Culture & Collaboration

- Collaborated with Kirsten to implement another Communication Culture module ('Foundation of Trust') at GPS (HPS date forthcoming in January 2019)

- Collaborated with Ben on completing and publishing an updated Incident Report form (staff, student, other adult)
- Current collaboration with Kevin around increasing Diversity, Equity, and Inclusion (DEI) at Navigator Schools, beginning with increasing awareness and knowledge at Directors and Chiefs level
- Acknowledged and celebrated staff by placing goodies in the staff room and sending a note of appreciation to all (October: Sweets & Treats, November: Thankful for Navi Staff)

Recruitment & Hiring

- Navigator Schools currently has (135) positions filled and (4) positions that are temporarily vacant (GPS: .4 FTE Speech Pathologist and 1 FTE Small Group Instructor, HPS: 1 FTE Physical Education Coach, GPS/HPS: .5 FTE School Psychologist)

Coversheet

SELPA Documents

Section:	II. Consent Agenda
Item:	A. SELPA Documents
Purpose:	Vote
Submitted by:	
Related Material:	2018_19 SELPA Agreement.pdf 2018_19 SELPA Fed Assurances.pdf

AGREEMENT FOR PARTICIPATION
EL DORADO CHARTER SELPA

This Agreement for Participation (“Agreement”) is entered into by and between the El Dorado Charter SELPA (“SELPA”), the El Dorado County Office of Education (“EDCOE”), and _____ (“LEA”), a California public charter school, collectively referred to as the “Parties.”

RECITALS

WHEREAS, each special educational local plan area is required to administer local plans submitted pursuant to Education Code section 56205 et seq., administer the allocation of funds pursuant to Education Code section 56836 et seq., and ensure that it has in effect policies, procedures, and programs that are consistent with state laws, regulations, and policies governing certain aspects of special education;

WHEREAS, a charter school that is deemed a local educational agency for purposes of special education is required to participate in an approved local plan pursuant to Education Code section 56195.1(f);

WHEREAS, LEA is a charter school that is deemed a local educational agency for purposes of special education pursuant to Education Code section 47641 and is responsible for complying with all provisions of the Individuals with Disabilities Education Act (20 U.S.C. 1400 et seq.) and implementing regulations as they relate to local educational agencies;

WHEREAS, the SELPA as authorized by the California State Board of Education serves as the special educational local plan area for California charter schools deemed local educational agencies pursuant to Education Code section 47641 that have successfully completed the SELPA membership process and have signed this Agreement for Participation (“Agreement”);

WHEREAS, EDCOE is designated in the local plan as the “responsible local agency” for the SELPA, which means the administrative entity, the duties of which shall include, but are not limited to, receiving and distributing state and federal special education funds pursuant to the allocation plan, providing administrative support, and coordinating implementation of the plan;

WHEREAS, the actions and decisions of the parties are guided by the values of:

1. Commitment – maintaining high standards for performance in student achievement, operations, governance and finance;
2. Integrity – adherence to moral and ethical principles in all aspects of the work;
3. Fairness – impartial and just treatment of all stakeholders;
4. Partnership – collaborative decision making and accountability;
5. Knowledge – understanding of charter school law and practice; and
6. Transparency- access to the information, decisions, and actions of the organization;

WHEREAS, the purpose of this agreement is to set forth the various responsibilities of LEA, EDCOE, and SELPA to ensure that all charter pupils with exceptional needs within the SELPA receive appropriate special education programs.

NOW, THEREFORE, IT IS HEREBY AGREED between the parties hereto as follows:

1. SHARED COMMITMENTS

- 1.1. Resource Allocation. Parties shall demonstrate commitment to the promises set forth in this Agreement by allocating appropriate resources.
- 1.2. Standard of Conduct. Parties, at all times, shall conduct themselves in such a manner as to act in the best interests of all other SELPA members. LEA shall not engage in any

activity or enterprise which would tend to injure or expose the SELPA or any of its members to any significant risk of harm or injury of any kind.

- 1.3. Compliance. All parties to this agreement shall identify and comply with applicable laws, regulations, policies, procedures and generally accepted standards. Each party will address any identified compliance gaps in a responsible and timely fashion.
- 1.4. Continual Improvement. Parties are expected to continually improve by setting performance objectives, executing plans and taking necessary corrective actions for deficiencies identified by any and all internal and/or external assessments.
- 1.5. Accuracy of Business Records. Parties shall ensure that any and all financial books and records conform to generally accepted accounting principles and state reporting requirements. Records must be accurate in all material respects. Records must be legible, transparent, and reflect actual transactions and payments and be open to inspection by the other party upon a reasonable request.
- 1.6. Accuracy of Student Records. Parties shall ensure that any and all student records conform to prescribed formats. Records must be legible, transparent, reflect actual transactions and payments, and be accurate in all material respects. Records must be open to inspection and review by other parties with legitimate educational interest upon a request.
- 1.7. Documentation. Parties shall maintain documentation necessary to demonstrate compliance with this Agreement and compliance with applicable state and federal statutes and regulations.
- 1.8. Local and Allocation Plans. Parties agree to the provisions of the Local and Allocation Plans as updated and approved by the CEO Council.
- 1.9. Provision of Free and Appropriate Public Education. The LEA is solely responsible for the provision of special education programs and services to eligible students enrolled in the LEA. The Parties understand and agree that the SELPA or EDCOE shall have no responsibility for the operation of any direct educational program service of any kind, that the SELPA has no duty or authority to provide FAPE to individual students, and that the SELPA has no duty or authority to make decisions regarding the educational programming of students enrolled in the LEA.

2. LEA RESPONSIBILITIES

- 2.1 Programs and Services. The LEA is solely and exclusive responsible for the following mandated activities in order to operate its special education programs and services for students enrolled in the LEA. As such, the LEA shall:
 - 2.1.1. Select, employ, compensate, and determine the duties of, or establish appropriate contracts for the provision of, special education teachers, instructional aides, and other personnel as required to conduct the program specified in the Local Plan, and in compliance with state and federal mandates.
 - 2.1.2. Conduct and/or contract those programs operated by the LEA in conformance with the Local Plan and the state and federal mandates.
 - 2.1.3. Organize and administer the activities of the IEP teams, including the selection of the LEA staff and who will serve as members of the IEP team in conformance with Education Code Section 56341 and in compliance with the Local Plan.

- 2.1.4. Develop and implement program objectives and the evaluation of the program effectiveness.
 - 2.1.5. Communicate with the parents and/or legal guardians of students in conformance with laws, regulations and the provisions of the Local Plan.
 - 2.1.6. Provide for the documentation and reporting of assessment procedures used for the placement of individuals and the security thereof.
 - 2.1.7. Provide for the continuous review of placements and the assessment procedures employed to insure their effectiveness and applicability, and insure the continued implementation and compliance with eligibility criteria.
 - 2.1.8. Provide for the integration of students with disabilities into the general education school programs and provide for evaluating the results of such integration according to specifications of the Local Plan.
 - 2.1.9. Conduct the review of individual placements requested by the parents and/or legal guardians of the student in accordance with the Local Plan.
 - 2.1.10. Prepare and submit all required reports, including reports on student enrollment, program expenditures, and program evaluation.
- 2.2. Fiscal Responsibilities. Receive and expend special education funding in accordance with the Charter SELPA Allocation Plan.
- 2.3. Restricted Funds. As a condition of membership and participation in the SELPA, LEA warrants and represents that at no time during the term of this Agreement and LEA's membership and participation in the SELPA shall the LEA, directly or indirectly, provide special education funding for the benefit of a for-profit entity. All funding provided through the Charter SELPA shall be treated as a restricted funding source to be expended only for special education or special education services. Nothing contained herein shall be interpreted as prohibiting any LEA from expending funds to contract with a state-certified nonpublic agency/school for the benefit of children served, in accordance with the approved master contract and individual services agreements as provided for in federal and state law.
- 2.4. Audit Report. Annually provide the SELPA with the LEA's annual, independent financial audit report, on or before December 20th each year, unless an extension has been granted by the State Controller's Office, in which case an extension will be granted to the charter as well. LEA further agrees to provide SELPA copies of any and all State Controller's Office communications regarding audit report corrective actions and a corrected audit report, if applicable. Should an LEA be the subject of an investigation by any federal, state, or local agency, including but not limited to the Fiscal Crisis Management and Assistance Team ("FCMAT") arising out of or related to allegations of fiscal mismanagement, failure to meet generally accepted accounting principles, or any violation of a provision of law, the LEA shall immediately notify SELPA and provide the SELPA with a copy of any written correspondence related thereto.
- 2.5. Membership Responsibilities. Adhere to governance structure within SELPA Local Plan and Policies including designating appropriate representatives to serve on required councils and committees; ensure appropriate LEA representatives attend and participate in SELPA governance meetings as set forth in the Local Plan, Policies and Procedures.
- 2.6. Management Decisions. Consistent with this Agreement, LEA shall have full and exclusive authority and responsibility for classifying employment positions within their

LEA. The managerial prerogatives of any participating LEA member shall not be infringed upon by any other participating LEA member except upon mutual consent of an affected LEA member(s), or unless as otherwise set forth. LEA shall not undertake to independently act on behalf of the SELPA or any of its members without express written authorization of the SELPA.

- 2.7. Participation. Ensure appropriate LEA representatives attend and participate in SELPA governance meetings and committees as set forth in the Local Plan, Policies and Procedures.
- 2.8. Reporting Requirements. Submit all required federal, state and SELPA reports and data requests in the prescribed format and at the specified due date. Upon written request by the SELPA, LEA shall provide any requested information, documents, writings, or information of any sort without delay, except as otherwise prohibited by law.
- 2.9. Indemnification and Hold Harmless. To the fullest extent allowed by law, LEA agrees to defend, indemnify, and hold harmless the SELPA and its individual other members, EDCOE, the El Dorado County Superintendent of Schools, and each of their respective directors, officers, agents, employees, and volunteers (the Indemnified Parties), from any claim or demand, damages, losses or expenses (including, without limitation, reasonable attorney fees) that arise in any manner from an actual or alleged failure by LEA to fulfill one or more of the LEA member's obligations except to the extent that such suit arises from the SELPA, EDCOE, or the El Dorado County Superintendent of Schools' negligence.

3. **SELPA DUTIES AND RESPONSIBILITIES**

- 3.1 Services. In order to accomplish the goals set forth in the Local Plan, SELPA shall provide the following services and activities for the LEA:
 - 3.1.1. Receive, compile, and submit required enrollment reports and compute all special education apportionments; receive data from LEA to compile and submit budgets for the programs and monitor the fiscal aspects of the program conducted, and receive the special education apportionments as authorized by applicable law.
 - 3.1.2. Maintain SELPA policies and procedures for referring and placing individuals with exceptional needs who are enrolled in the LEA, including the methods and procedures for communication with the parents and/or guardians of the students according to SELPA Local Plan, Policies and Procedures.
 - 3.1.3. Coordinate the organization and maintenance of the Special Education Community Advisory Committee ("CAC") to coordinate the implementation of the Local Plan and provide for the attendance of designated members of the SELPA's staff at all regularly scheduled CAC meetings as required by law.
 - 3.1.4. Coordinate community resources with those provided by LEA and SELPA, including providing such contractual agreements as may be required.
 - 3.1.5. Coordinate state Quality Assurance Process.
 - 3.1.6. Provide alternative dispute resolution supports and services.
 - 3.1.7. Develop interagency referral and placement procedures.
 - 3.1.8. Provide regular personnel development training sessions for LEA staff responsible for administering or delivering special education programs and services.

- 3.1.9. Provide the method and forms to enable the LEA to report to the SELPA on student enrollment and program expenditures. Establish and maintain a pupil information system.
- 3.1.10. Provide reasonable and appropriate technical assistance and information to the LEA upon request from LEA administration, including but not limited to:
 - 1. Evidenced Based Practices;
 - 2. Program Development and Improvement;
 - 3. Individual cases;
 - 4. State complaints;
 - 5. Requests for due process mediation and hearing; and
 - 6. Appropriate programs and services for specific pupils.
- 3.1.11. Perform other services reasonable and necessary to the administration and coordination of the Local Plan.

3.2. Governance. Organize and maintain the governance structure of the Local Plan including various committees and councils to monitor the operations of the SELPA and make recommendations for necessary revisions, including, but not limited to, the Local Plan, Allocation Plan and Policies.

3.3. Data Reporting. Establish and maintain methods, timelines and forms to submit required federal, state and SELPA reports.

3.4. Public Meetings. Schedule public meetings for purposes of governance activities and adopting the Annual Service Plan and Budget Plan.

3.5. Fiscal Responsibilities. Receive, distribute, and oversee the expenditure of special education funds in accordance with federal and state regulations and the SELPA Allocation Plan.

3.6. Indemnification and Hold Harmless. The SELPA shall be held harmless and indemnify EDCOE and the El Dorado County Superintendent of Schools for any costs of any kind or nature arising out of or related to this agreement other than as specifically contemplated herein, except to the extent that such cost arises from EDCOE and the El Dorado County Superintendent of Schools' negligence.

4. EDCOE DUTIES AND RESPONSIBILITIES

4.1. The Parties understand that EDCOE is designated in the Local Plan as the “responsible local agency” for the SELPA. EDCOE shall receive and distribute state and federal special education funds pursuant to the Allocation Plan, provide administrative support, and coordinate implementation of the Local Plan in accordance with state and federal law.

4.2. EDCOE shall not be responsible for any LEA or SELPA obligations or duties of any kind or nature except as explicitly set forth in this agreement.

5. TERMINATION OF THIS AGREEMENT AND PARTICIPATION IN SELPA

5.1. LEA may terminate this Agreement and participation in the SELPA in its sole discretion at the end of the fiscal year next occurring after having provided prior written notice to the SELPA, as follows:

- 5.1.1. Prior initial written notice of intended termination to the SELPA at least twelve (12) months and one (1) day in advance of date of termination; and
 - 5.1.2. Final written notice of termination to the SELPA no more than six (6) months after the LEA's initial notice of intended termination.
- 5.2. The SELPA may initiate and complete termination of this Agreement and LEA's participation in the SELPA in its sole discretion in accordance with the process and standards in SELPA Policies. The SELPA will provide prior written notice to the LEA at least twelve (12) months as follows:
- 5.2.1. Prior initial written notice of intended termination to the LEA at least twelve (12) months and one (1) day in advance of date of termination, and
 - 5.2.2. Final written notice of termination to the LEA no more than six (6) months after the SELPA's initial notice of intended termination.
- 5.3. Specifically the timeline and process above does not preclude the SELPA from initiating and completing the termination process in less than 12 months or by June 30 of the year immediately preceding the summary termination, if the member demonstrates:
- 5.3.1. Egregious disregard of state and federal requirements to provide services to students; and/or
 - 5.3.2. Demonstrated systemic and material issues that would cause the SELPA to make a finding of "going concern" based on leadership, programmatic and/or fiscal solvency that would cause SELPA to reasonably believe the SELPA may be harmed by the continued membership of the LEA.

The standards and timeline as determined by the SELPA shall, at a minimum, provide the LEA a reasonable opportunity for prior written notice and an opportunity to be heard by the Membership Appeals Committee.

6. DISPUTE RESOLUTION

Should a dispute arise relating to the responsibility for service provision, governance activities, the distribution of funding, if a party believes that an action taken by the CEO Council will create an undue hardship, or that the action taken exceeds the authority granted to the CEO Council within the Local Plan and/or state or federal statute, the aggrieved party may request a review of the action with the appropriate governing body or CDE as appropriate.

7. MUTUAL REPRESENTATIONS

- 7.1. Authority and Capacity. The Parties have the authority and capacity to enter into this agreement.
- 7.2. Full Disclosure. All information heretofore furnished by the Parties for purposes of or in connection with this Agreement or any transaction contemplated hereby or thereby is true and accurate in all material respects on the date as of which such information is stated.
- 7.3. No Conflicts. Neither party is under any restriction or obligation that may affect the performance of its obligations under this agreement.
- 7.4. Enforceability. This Agreement constitutes a legal, valid, and binding obligation, enforceable against the Parties according to its terms.

8. RESERVATION OF RIGHTS

The Parties hereto agree that nothing contained in this Agreement or otherwise shall be deemed to have waived or modified any of their rights or remedies under the law.

This agreement is entered into for the 2018-19 year and, absent a new agreement or termination, continues each year thereafter.

Executed on this _____ day of _____, 20_____.

In accordance with SELPA policy, _____,

[INSERT Charter LEA Name]

certifies that this agreement has been approved by the appropriate local board(s).

LEA

Date

Signature of CEO of Charter LEA

[PRINT CEO Name, Title]

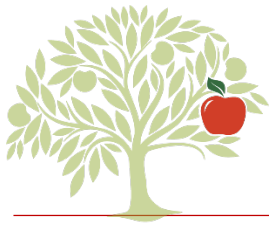
EL DORADO COUNTY OFFICE OF EDUCATION

Date

Ed Manansala, Ed.D., Superintendent
El Dorado County Office of Education

Date

David M. Toston, Associate Superintendent
SELPA Programs
El Dorado County Office of Education



EL DORADO
CHARTERSELPA

SPECIAL EDUCATION LOCAL PLAN AREA LOCAL EDUCATION AGENCY ASSURANCES

1. **Free Appropriate Public Education 20 United States Code (USC) Section (§) 1412 (a)(1)**

It shall be the policy of this local educational agency (LEA) that a free appropriate public education is available to all children residing in the LEA between the ages of three through 21 inclusive, including students with disabilities who have been suspended or expelled from school.

2. **Full Educational Opportunity 20 USC § 1412 (a)(2)**

It shall be the policy of this LEA that all pupils with disabilities have access to educational programs, nonacademic programs, and services available to non-disabled pupils.

3. **Child Find 20 USC § 1412 (a)(3)**

It shall be the policy of this LEA that all children with disabilities residing in the State, including children with disabilities who are homeless or are wards of the State and children attending private schools, regardless of the severity of their disabilities, and who are in need of special education and related services are identified, located and evaluated. A practical method is developed and implemented to determine which students with disabilities are currently receiving needed special education and related services.

4. **Individualized Education Program (IEP) and Individualized Family Service Plan (IFSP) 20 USC § 1412 (a)(4)**

It shall be the policy of this LEA that an Individualized Education Program (IEP) or an Individualized Family Service Plan (IFSP) is developed, reviewed and revised for each child with a disability who requires special education and related services in order to benefit from his/her individualized education program. It shall be the policy of this LEA that a review of an IEP will be conducted on at least an annual basis to review a student's progress and make appropriate revisions.

5. **Least Restrictive Environment 20 USC § 1412 (a)(5)**

It shall be the policy of this LEA that to the maximum extent appropriate, children with disabilities, including children in public or private institutions or other care facilities, are educated with children who are not disabled. Special class, separate schooling, or other removal of a student with disabilities from the general educational environment, occurs only when the nature or severity of the disability of the student is such that education in general classes with the use of supplemental aids and services cannot be achieved satisfactorily.

6. Procedural Safeguards 20 USC § 1412 (a)(6)

It shall be the policy of this LEA that children with disabilities and their parents shall be afforded all procedural safeguards throughout the provision of a free appropriate public education including the identification, evaluation, and placement process.

7. Evaluation 20 USC § 1412 (a)(7)

It shall be the policy of this LEA that a reassessment of a student with a disability shall be conducted at least once every three years or more frequently, if appropriate.

8. Confidentiality 20 USC § 1412 (a)(8)

It shall be the policy of this LEA that the confidentiality of personally identifiable data information and records maintained by the LEA relating to children with disabilities and their parents and families shall be protected pursuant to the Family Educational Rights and Privacy Act (FERPA).

9. Part C, Transition 20 USC § 1412 (a)(9)

It shall be the policy of this LEA that a transition process for a child who is participating in Early Intervention Programs (IDEA, Part C) with an IFSP is begun prior to a toddler's third birthday. The transition process shall be smooth, timely and effective for the child and family.

10. Private Schools 20 USC § 1412 (a)(10)

It shall be the policy of this LEA to assure that children with disabilities voluntarily enrolled by their parents in private schools shall receive appropriate special education and related services pursuant to LEA coordinated procedures. The proportionate amount of federal funds will be allocated for the purpose of providing special education services to children with disabilities voluntarily enrolled in private school by their parents.

11. Local Compliance Assurances 20 USC § 1412 (a)(11)

It shall be the policy of this LEA that the local plan shall be adopted by the appropriate local board(s) (district/county) and is the basis for the operation and administration of special education programs; and that the agency(ies) herein represented will meet all applicable requirements of state and federal laws and regulations, including compliance with the Individuals with Disabilities Education Act (IDEA), the Federal Rehabilitation Act of 1973, Section 504 of Public Law and the provisions of the California *Education Code*, Part 30.

12. Interagency 20 USC § 1412 (a)(12)

It shall be the policy of this LEA that interagency agreements or other mechanisms for interagency coordination are in effect to ensure services required for FAPE are provided, including the continuation of services during an interagency dispute resolution process.

13. Governance 20 USC § 1412 (a)(13)

It shall be the policy of this LEA to support and comply with the provisions of the governance bodies and any necessary administrative support to implement the Local Plan. A final determination that an LEA is not eligible for assistance under this part will not be made without first affording that LEA with reasonable notice and an opportunity for a hearing through the State Educational Agency.

14. Personnel Qualifications 20 USC § 1412 (a)(14)

It shall be the policy of this LEA to ensure that personnel providing special education related services meet the highly qualified requirements as defined under federal law, including that those personnel have the content knowledge and skills to serve children with disabilities.

This policy shall not be construed to create a right of action on behalf of an individual student for the failure of a particular LEA staff person to be highly qualified or to prevent a parent from filing a State complaint with the California Department of Education (CDE) about staff qualifications.

15. Performance Goals and Indicators 20 USC § 1412 (a)(15)

It shall be the policy of this LEA to comply with the requirements of the performance goals and indicators developed by the CDE and provide data as required by the CDE.

16. Participation in Assessments 20 USC § 1412 (a)(16)

It shall be the policy of this LEA that all students with disabilities shall participate in state and district-wide assessment programs. The IEP team determines how a student will access assessments with or without accommodations, or access alternate assessments, consistent with state standards governing such determinations.

17. Supplementation of State/Federal Funds 20 USC § 1412 (a)(17)

It shall be the policy of this LEA to provide assurances that funds received from Part B of the IDEA will be expended in accordance with the applicable provisions of the IDEA; will be used to supplement and not to supplant state, local and other Federal funds those funds.

18. Maintenance of Effort 20 USC § 1412 (a)(18)

It shall be the policy of this LEA that federal funds will not be used to reduce the level of local funds and/or combined level of local and state funds expended for the education of children with disabilities except as provided in Federal law and regulations.

19. Public Participation 20 USC § 1412 (a)(19)

It shall be the policy of this LEA that public hearings, adequate notice of the hearings, and an opportunity for comment available to the general public, including individuals with disabilities and parents of children with disabilities are held prior to the adoption of any policies and/or regulations needed to comply with Part B of the IDEA.

20. Rule of Construction 20 USC § 1412 (a)(20)

(Federal requirement for State Education Agency only)

21. State Advisory Panel 20 USC § 1412 (a)(21)

(Federal requirement for State Education Agency only)

22. SUSPENSION/EXPULSION 20 USC § 1412 (a)(22)

The LEA assures that data on suspension and expulsion rates will be provided in a manner prescribed by the CDE. When indicated by data analysis, the LEA further assures that policies, procedures and practices related to the development and implementation of the IEPs will be revised.

23. Access to Instructional Materials 20 USC § 1412 (a)(23)

It shall be the policy of this LEA to provide instructional materials to blind students or other students with print disabilities in a timely manner according to the state adopted National Instructional Materials Accessibility Standard.

24. Overidentification and Disproportionality 20 USC § 1412 (a)(24)

It shall be the policy of this LEA to prevent the inappropriate disproportionate representation by race and ethnicity of students with disabilities.

25. Prohibition on Mandatory Medicine 20 USC § 1412 (a)(25)

It shall be the policy of this LEA to prohibit school personnel from requiring a student to obtain a prescription for a substance covered by the Controlled Substances Act as a condition of attending school or receiving a special education assessment and/or services.

26. Distribution Of Funds 20 USC § 1411(e),(f)(1-3)

(Federal requirement for State Education Agency only)

27. Data 20 USC § 1418 (a-d)

It shall be the policy of this LEA to provide data or information to the CDE that may be required by regulations.

28. Reading Literacy (State Board requirement, 2/99)

It shall be the policy of this LEA that in order to improve the educational results for students with disabilities, Special Education Local Plan Area's (SELPA) Local Plans shall include specific information to ensure that all students who require special education will participate in the California Reading Initiative.

29. Charter Schools EC 56207.5 (a-c)

It shall be the policy of this LEA that a request by a charter school to participate as a local educational agency in a special education local plan area may not be treated differently from a similar request made by a school district.

In accordance with Federal and State laws and regulations

(Charter LEA name)

certifies that this plan has been adopted by the appropriate local board(s) (LEA/county) and is the basis for the operation and administration of special education programs; and that the agency herein represented will meet all applicable requirements of state and federal laws, regulations and state policies and procedures, including compliance with the Individuals with Disabilities Education Act, 20 *United States Code (USC)* 1400 et.seq, and implementing regulations under 34 *Code of Federal Regulations (CFR)*, Parts 300 and 303, 29 *USC* 794, 705 (20), 794- 794b, the Federal Rehabilitation Act of 1973, as amended, and the provisions of the California *Education Code*, Part 30 and Chapter 3, Division 1 of Title V of the *California Code of Regulations*.

Be it further resolved, the local educational agency (LEA) superintendent shall administer the local implementation of procedures, in accordance with state and federal laws, rules, and regulations, which will ensure full compliance.

Furthermore, the LEA superintendent ensures that policies and procedures covered by this assurance statement are on file at the LEA and the SELPA office.

Yeas: _____ Nays: _____

Signed: _____

Title: _____,

Approved this _____ day of _____, 20_____

Coversheet

2018-19 Education Protection Act Expenditures

Section: II. Consent Agenda
Item: B. 2018-19 Education Protection Act Expenditures
Purpose: Vote
Submitted by:
Related Material: Recommendation for EPA Spending.pdf



Date: December 11, 2018

To: Board of Directors

From: Ami Ortiz, Director of Business & Finance

Re: Education Protection Act (EPA) Approval

Recommendation

It is recommended that the Board approve the EPA Spending Plan for Fiscal Year 2018-19.

Background

It is required that the Board of Directors approves the EPA Spending Plan on a yearly basis. Navigator Schools has consistently spent the EPA funds on Certificated Teacher Salaries throughout the years. Below you will find the proposed 2018-19 revenue and expenditure budget.

		Gilroy Prep	Hollister Prep
	Object Code	Amount	Amount
Revenue			
Education Protection Act	8012	\$ 103,000	\$ 81,138
Expenditures			
Certificated Salaries-Teacher Salaries	1100	\$ 103,000	\$ 81,138

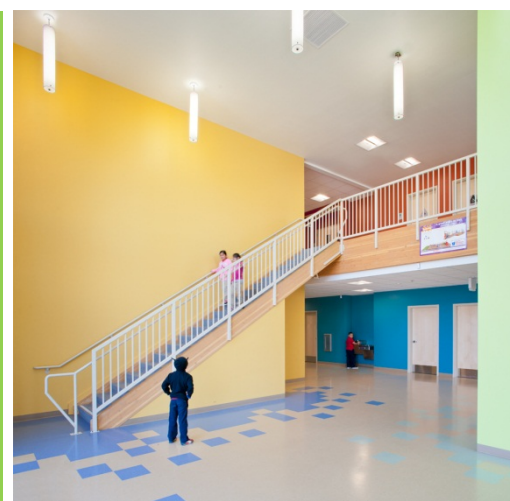
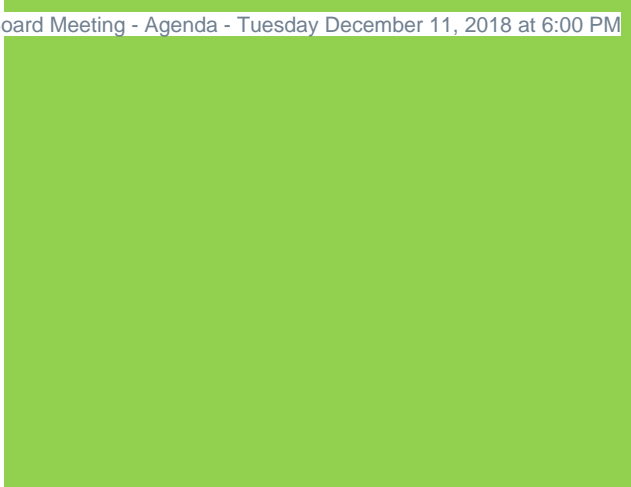
Summary

Staff recommends the Board to approve the above EPA Spending Plan for Fiscal Year 2018-19.

Coversheet

WPS Update

Section:	III. Topical Items
Item:	A. WPS Update
Purpose:	Discuss
Submitted by:	
Related Material:	WPS Facilities.pdf WPS Update Slides.pdf



Navigator Schools Board of Directors Meeting - Watsonville Facility Update

December 11, 2018



Pacific Charter School Development, Inc.
1111 Broadway, 3rd Floor
Oakland, CA 94607

T: 213.542.4700 | F: 213.542.4701
www.pacificcharter.org



Agenda

- Overview
- Project Affordability
- Site Search Update
- Next Steps

Overview

- Prop 39 Status
 - Application submitted to PVUSD
 - Response received by PVUSD, challenging the in-district ADA projected
 - Working with CCSA and YMC on response
- Short-term and long-term
 - The immediate need is for a short-term facility. We want to avoid investing significant resources in a facility that will only be usable short-term.
 - Focus for short-term are facilities that are near ready to go (i.e. Sunday school classrooms)
- Timing is tight for appropriate approvals.

Review from October 2nd Board Meeting: School Facility Development

- Site Selection & Control
- Governmental Approvals
- **Financing**
 - Challenge of small initial enrollment
- Construction

Agenda

- Overview
- Project Affordability
- Site Search Update
- Next Steps

Financial challenge of small initial enrollment and adding one grade per year

Navigator's growth model starts with grades K-2 and adds one grade each year to reach full enrollment in Year 7, serving grades K-8

- This slow, but steady, growth has shown proven academic success in Navigator's other schools
- Year 1 enrollment = 180 students
- Year 7 enrollment = 540 students

The amount the school can afford to pay for facilities changes dramatically as the school grows (but it is not practical to revisit the facility situation every year)

- PCSD considers a project to be affordable if the ongoing annual facility costs are in the range of \$1,200-1,500/ADA (or less!) and the school is receiving SB740 rent revenue
 - Facility costs include lease payments and/or debt service
 - Generally, lenders like to see that facility costs (including utilities) are less than 15% of regularly recurring revenue (federal, state, and local)
- In Year 1, with 180 students, WPS could afford a \$1.7 million loan *
- In Year 7, with 540 students, WPS could afford a \$8.9 million loan *

* Assumes \$1,500/ADA; Ground lease = \$12,000/month; Loan terms = 5.5% interest rate, 25-year amortization; See appendix for more detail.

Case Study: Assessing a Long-Term Site for Affordability

Navigator has identified a 1.5 acre parcel of land that is available for a long-term ground lease

- Ground lease rate = \$12,000/month
- PCSD will be able to invest up to \$2 million to a long-term facility solution
- PCSD developed a project budget based on a construction cost estimate for a TK-8 facility:

PROJECT USES		PROJECT SOURCES	
Hard Costs	\$12,000,000	PCSD Capital	\$2,000,000
Soft Costs	\$1,400,000	NS Equity Contribution	\$4,246,000
Finance Costs	\$360,000	Loan	\$8,934,000
Contingencies	\$1,380,000		
Total Project Cost	\$15,180,000	Total Sources	\$15,180,000

This scenario requires a significant equity contribution from Navigator Schools (>\$4 million), and the loan payments are only affordable to the school at full enrollment.

- An interim solution must be found for the school's initial years
- Any long-term solution will likely involve significant fundraising by Navigator

Agenda

- Project Affordability
- Site Search Update
- Next Steps

Sites Under Consideration



545 Ohlone Parkway, Watsonville



545 Ohlone Parkway, Watsonville

Short-term and Long-term

- 2.1 Acres
- Industrial Zone (City is in process of changing to Residential)
- Vacant, Former Distribution Center
- 9,000 sf total, 6,000 office + 3,000 warehouse
- Asking Price is \$9,000/month; renovation costs unknown
- Risks: Timing, renovation expense
- Next Steps:
 - Architectural feasibility (visiting site today)
 - Follow up meeting with city

505 San Juan Road, Pajaro



505 San Juan Road, Pajaro

Short-term (Years 1 and 2) Long-term, possible but would require adjacent land.)

- 1.25 Acres
- Agricultural (County provided Conditional Use Permit for Current Use)
- Currently used as a Retreat Center, primarily Friday-Sunday, 9 weekends a year
- Approx 22,000 sf total, 8 classroom-sized rooms, large hall, kitchen
- Asking Price: negotiable, Renovation costs unknown
- Risks: Shared space and related logistics, renovation expense
- Next Steps:
 - Meeting with representative today regarding their Board's interest
 - If still interested, meet with planning department

Other Potential Sites

Short-Term

- **3 different churches at various stages of exploration**
- **1 private high school that has surplus space**
- **Cabrillo College available classrooms (shared space, used mostly in evenings)**

Long-Term

- **Vacant 1.5 acre lot**

Agenda

- Project Affordability
- Site Search Update
- Next Steps

Next Steps

- Determine feasibility for short-term options
- Plan special board meeting for January after SBE meeting to approve facility deal.

APPENDIX

Affordability – Operational Sources: SB740 Rent Revenue


- Has been up to \$750/ADA or 75% of lease expense, whichever is less for a number of years
- This increased to \$1,117/ADA in FY17-18, but charter school partners have recommended a 20% discount
 - $\$1,117/\text{ADA} * 0.8$ (discounted rate) = **\$854/ADA**
- The Governor's January Proposed Budget for FY18-19 has SB740 rate proposed with 2.51% increase, or \$1,145
 - With a 20% discount: $\$1,145/\text{ADA} * 0.8 =$ **\$916/ADA**
- **PCSD does not advise on which SB740 calculation to use; only that the program has a long stable history and some assumption of SB740 rent revenue should be included in school's projections**

Affordability – Operational Uses: Facility Costs

- Debt Service calculation
 - To determine the size of loan that is affordable to the school, we need to know how much debt service is affordable
 - $(\$1,500/\text{ADA} * \text{ADA}) - \text{ground lease payments} = \text{affordable DS}$
 - Year 1:
 - $\$1,500/\text{ADA} * 180 * .95 = \$270,00 - \$144,000 = \$126,000$ annual loan payment
 - $\text{PV}(5.5\%, 25, 126000) = \$1,690,000$ loan
 - Year 7:
 - $\$1,500/\text{ADA} * 540 * .95 = \$810,000 - \$144,000 = \$666,000$ annual loan payment
 - $\text{PV}(5.5\%, 25, 666000) = \$8,933,000$ loan

Case Study: Cash Flow Calculations

	7/1/19	7/1/20	7/1/21	7/1/22	7/1/23	7/1/24	7/1/25
	6/30/20	6/30/21	6/30/22	6/30/23	6/30/24	6/30/25	6/30/26
Enrollment	180	240	300	360	420	480	540
ADA %	95%	95%	95%	95%	95%	95%	95%
ADA (95%) (PCSD estimate)	171	228	285	342	399	456	513
Difference to Max Capacity	360	300	240	180	120	60	0
Lease Payment per Enrollment	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Annual Lease Payment from Lease	270,000	360,000	450,000	540,000	630,000	720,000	810,000
CASH INFLOW							
Lease Income	270,000.00	360,000.00	450,000.00	540,000.00	630,000.00	720,000.00	810,000.00
Other Income							
Subtotal - Cash Inflow	270,000.00	360,000.00	450,000.00	540,000.00	630,000.00	720,000.00	810,000.00
CASH OUTFLOW							
Debt Service - Interest Expense	487,095.71	477,435.57	467,230.52	456,449.83	445,061.02	433,029.80	420,319.92
Debt Service - Principal Amortization	171,255.21	180,915.35	191,120.39	201,901.09	213,289.89	225,321.12	238,031.00
Ground Lease Payment	144,000.00	144,000.00	144,000.00	144,000.00	144,000.00	144,000.00	144,000.00
Subtotal - Cash Outflow	802,350.92	802,350.92	802,350.92	802,350.92	802,350.92	802,350.92	802,350.92
Net Cashflow avail for DS	(532,350.92)	(442,350.92)	(352,350.92)	(262,350.92)	(172,350.92)	(82,350.92)	7,649.08



Navigator Schools

Watsonville Prep School

Update 12.11.18





Strategy Prongs

1. What are we doing/what is being done to impact staff?
2. What can we do (specifically) to ensure board members are there & we have votes?
3. Prep for ACCS/SBE



California Department of Education

1. Phone call 10/29
 - a. positive connection
 - b. follow up - grants, clarification on K-8 charter term
2. Communications with CDE staff
 - a. Prop 39
 - b. Translation equipment
3. Staff recommendation posted 11/30
 - a. CDE recommended approval of WPS
 - b. Conference call with state staff 12/4



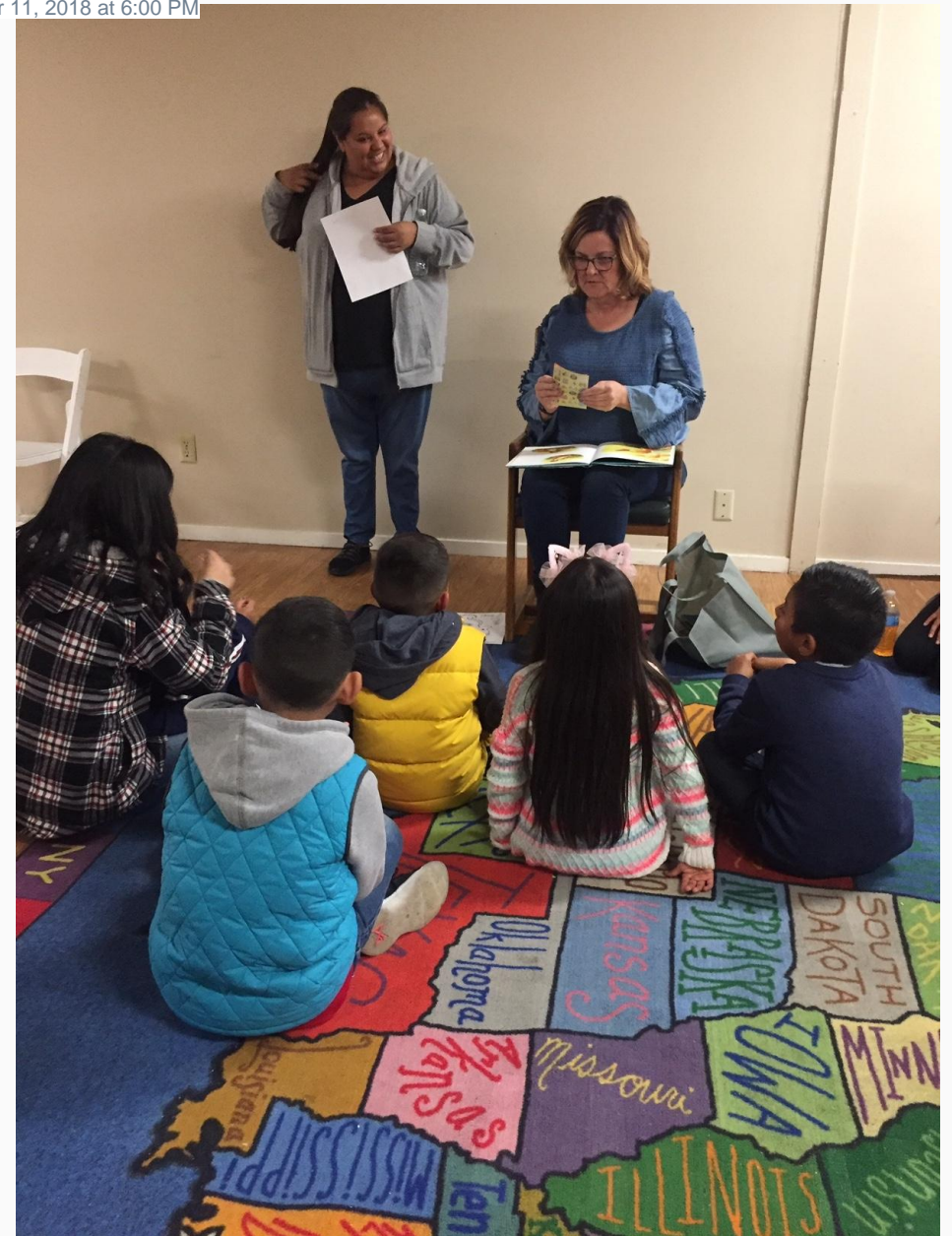
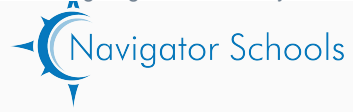
Connecting with ACCS & SBE

1. Working with Santa Cruz County Office of Education to ensure representation by County staff at ACCS & SBE
 - a. Dr. Watkins will be submitting a letter of recommendation
2. Met with Assemblymember Robert Rivas - will at least write letter on our behalf & may attend in January
3. Outreach efforts made on our behalf to ACCS & SBE by:
 - a. Dr. Wesley Smith, Association of California School Administrators
 - b. CCSA
 - c. Silicon Schools
 - d. Plattner Communications & Public Affairs (clients include ETS, Bill & Melinda Gates Foundation)



Prep for ACCS & SBE

1. Writing response to CDE & ACCS
2. Parent Engagement & Outreach
 - a. Door to door visits to update Intent to Enroll forms
 - b. Reading is Fun Club
 - c. Charter bus leaving Watsonville & with stops in Hollister for 12/13 and January
3. Staff presentation
 - a. Presenters - Andrea Hernandez & Kevin Sved
 - b. Presentation reviewed by Larson Communications
 - c. Data slides being created by outside support
 - d. Practice session set for 12/5 to go over presentation, Q&A on possible issues
4. Public Comment Speakers
 - a. 14 speakers for ACCS (parents, staff, supporters) choreographed messaging to hit hot spots & areas of interest
 - b. 15-20 speakers for SBE (parents, staff, supporters) choreographed messaging to hit hot spots & areas of interest



Coversheet

Vote to Approve Consulting Services Agreement: Elizabeth Sanborn

Section: III. Topical Items
Item: B. Vote to Approve Consulting Services Agreement: Elizabeth Sanborn
Purpose: Vote
Submitted by:
Related Material: Sanborn Consulting Agreement Memo.pdf
Consulting Agreement E. Sanborn.pdf



Date: December 4, 2018

To: Board of Directors

From: Kevin Sved, CEO

Re: Consulting Services Agreement: Elizabeth Sanborn Falcon

Background

Elizabeth Sanborn has been providing support in search of short and long-term facilities for Watsonville Prep School. The Board had the opportunity to meet Elizabeth when she presented overview information regarding the school site selection and acquisition process to the Board in October 2018.

Elizabeth represent schools and other special purpose entities in property acquisitions and financing. Total value of transactions she has negotiated is \$500M+. Elizabeth has represented Rocketship, ACE, Aspire, Voices and other charter schools. Pacific Charter School Development brought Elizabeth in to work with Navigator as part of our potential relocation effort for Gilroy Prep when high speed rail was a bigger, more timely concern.

Based on research for specialized services like those provided by Elizabeth, the proposal fees are fairly standard.

Recommendation

It is recommended that the Board approve the consulting agreement with Elizabeth Sanborn Falcon.

Attachments:

1. Consulting Services Agreement

CONSULTING SERVICE AGREEMENT

This Consulting Services Agreement (“Agreement”) is entered into and made effective this 1st day of November, 2018 between Elizabeth Sanborn Falcon, dba Benchmark Realty Advisors (“CONSULTANT”) and Navigator Schools (“NAVIGATOR”).

NAVIGATOR intends to acquire a property in Watsonville, CA, within the boundaries of Pajaro Unified School District, that can be used as a short-term charter school facility as well as a property that can be used for a long-term charter school facility. NAVIGATOR desires for the term hereof to utilize the services of CONSULTANT as its agent in the negotiation of the purchase or lease of sites within those boundaries. CONSULTANT is ready, willing and able to provide such services on the terms set forth below.

1) **TERM:** NAVIGATOR appoints CONSULTANT as its non-exclusive agent for the negotiation of the purchase or lease of any sites in Watsonville, CA within the boundaries of Pajaro Unified School District for a period of twelve (12) months commencing November 1, 2018 and ending October 31, 2019 (“the Term”).

2) **SERVICES TO BE PERFORMED:** CONSULTANT shall use her best efforts to:

- (a) Identify potential sites and negotiate Lease, Purchase and/or Option Contracts on terms and conditions acceptable to NAVIGATOR,
- (b) Research Watsonville land use regulations and work the City of Watsonville along with Navigator’s other consultants to determine the feasibility of obtaining all required entitlements for use of identified sites as a charter school facility.
- (c) Work with NAVIGATOR’s legal counsel to finalize contract documentation.
- (d) Maintain appropriate communication and working relationship with property owner(s) during the contingency and escrow periods.

3) **COMPENSATION:**

- (a) For the search for a short-term facility and negotiation of a lease agreement of less than 5 years, CONSULTANT will be compensated through a monthly retainer fee of \$2,000.00. CONSULTANT will submit monthly invoices with a narrative summary of activities for the month billed.
- (b) For a lease transaction of 5 years or more or a purchase transaction, COINSULTANT will be compensated through a Closing Fee. For a purchase transaction, the Closing Fee will be 5% of the purchase price and will be paid at close of escrow. For a lease transaction, the Closing Fee will be 5% of the first 5

years rent and 2.5% of the rent for the balance of the lease term and will be paid upon removal of all contingencies to the lease agreement.

Any fees paid to CONSULTANT by the Seller or property owner in connection with a transaction shall be offset against the Closing Fee which would otherwise be due from NAVIGATOR for that transaction.

4) **BENCHMARK LIST:** During the term of this Agreement CONSULTANT will maintain a list of properties that have been presented to NAVIGATOR by CONSULTANT. (“the Benchmark List”). The Benchmark List will be updated periodically throughout the term of the Agreement by CONSULTANT and presented to NAVIGATOR for approval. For the period of this Agreement, NAVIGATOR agrees that CONSULTANT will be the agent representing NAVIGATOR for any properties on the Benchmark List.

5) **CONSULTANT WARRANTIES:** CONSULTANT represents and warrants the following:

- (a) CONSULTANT is a licensed real estate Broker in the State of California and shall maintain such license in good standing during the Term.
- (b) CONSULTANT does not have, to the best of her knowledge, any relationship with the owner of any property that would create a conflict of interest with CONSULTANT’S performance of her responsibilities hereunder.
- (c) CONSULTANT shall not enter into any brokerage or consulting agreement during the Term hereof that could create a conflict of interest with CONSULTANT’S performance of her responsibilities hereunder.

6) **NAVIGATOR WARRANTIES:** NAVIGATOR will not take action, or withhold action, that would frustrate CONSULTANT’S fulfillment or performance of this agreement.

7) **TERMINATION:** Notwithstanding the foregoing, this Agreement may be terminated by either party upon thirty (30) days written notice to both the street addresses and e-mail addresses shown in paragraph 12 below. In the event there are properties under purchase or lease contract or in letter of intent negotiations at the time of termination or expiration of the Term, then CONSULTANT will continue to perform her responsibilities with regard to those properties and CONSULTANT will be compensated in accordance with paragraph 3 above. In the event that NAVIGATOR’S appeal to the State Board of Education is denied in January, 2019, the 30 day notice will not be required.

8) **ATTORNEYS’ FEES:** In the event of any action related to or arising out of this Agreement, the prevailing party shall be entitled to recover from the non-prevailing party such prevailing party’s reasonable attorney’s fees, court costs, expert witness fees, and other

expenses related to such attempt to recover, including reasonable fees, costs, and expenses on appeal.

9) **APPLICABLE LAW:** This Agreement shall be governed by the laws of the State of California without giving effect to the provisions thereof relating to conflict of laws.

10) **ASSIGNMENT:** CONSULTANT shall not assign any of her rights or interests in this Agreement. NAVIGATOR shall have the right to assign to a related entity.

11) **MODIFICATION:** Any modification of the Agreement shall be in writing and must be signed by both CONSULTANT and NAVIGATOR.

12) **NOTICES:** Any notices required or permitted hereunder shall be given by certified mail, facsimile, overnight courier or e-mail addressed as set forth below:

CONSULTANT: Benchmark Realty Advisors
900 E. Hamilton Avenue, Suite 100
Campbell, CA 95008
Attn: Elizabeth Sanborn Falcon
esanborn@pacbell.net
408-885-1110
831-402-3900 (mobile)

NAVIGATOR: Navigator Schools
650 San Benito Street
Hollister, CA 95023
Attn: Kevin Sved, Chief Executive Officer
ksved@navigatorschools.org

13. **MISCELLANEOUS:** If any provision hereof is unenforceable or invalid, it shall be given effect to the extent it may be enforceable or valid, and such unenforceability or invalidity shall not affect the enforceability or validity of the other provisions of this Agreement. Any waiver of any of the terms hereof shall be enforceable only to the extent it is waived in a writing signed by the party against whom the waiver is sought to be enforced. Any waiver shall be effective only for the particular instance for which it is granted and shall not constitute a waiver of a subsequent occurrence of the waived event nor constitute a waiver of any other provision hereof, at the same time or subsequently. This Agreement supersedes any other agreements or understandings, oral or written, between NAVIGATOR and CONSULTANT regarding the subject matter hereof. Any number of counterparts of this Agreement may be executed and each shall have the same force and effect as an original.

[SIGNATURES TO FOLLOW ON NEXT PAGE]

IN WITNESS THEREOF, the parties have executed this Agreement as of the date and year hereinabove written.

BENCHMARK REALTY ADVISORS

NAVIGATOR

BY : _____

BY : _____

DATE: _____

DATE: _____

Coversheet

Finance Committee Report

Section: III. Topical Items
Item: C. Finance Committee Report
Purpose: FYI
Submitted by:
Related Material: Finance Comm Minutes 12_03_18.pdf

DRAFT



Navigator Schools

Minutes

Finance Committee

Date and Time

Monday December 3, 2018 at 3:00 PM

Location

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

Teleconference Locations

- 827 Broadway, Suite 300, Oakland, CA 94607
- 83 Great Oaks Blvd, San Jose, CA 95119
- 780 Broadway, Redwood City, CA 94063

Committee Members Present

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

Committee Members Absent

None

Guests Present

Ami Ortiz, Carolyn Choi, K. Sved, S. Martin

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

C. Wright called a meeting of the Finance committee of Navigator Schools to order on Monday Dec 3, 2018 @ 3:02 PM at Navigator Schools Support Office, 650 San Benito Street, Suite 230, Hollister, CA 95023.

C. Approve Minutes

N. Crivello made a motion to approve minutes from the Finance Committee on 09-11-18.

C. Wright seconded the motion.

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

Roll Call

J. Montgomery Aye

N. Crivello Aye

C. Wright Aye

II. Finance

A. 2017-18 Audited Financial Statements

J. Montgomery recommended that a cover page be added to the audit report, including a brief description of the audit process and a summary of key findings.

A. Ortiz highlighted important approvals and other noteworthy elements of the audit. Members asked clarifying questions on various topics, including payables and investment policies. Members congratulated A. Ortiz on the success of the audit.

B. 2018-19 Financials, Enrollment, Attendance Through 10/31

Attendees discussed technology expenses, consultant salaries, and the process by which salaries at school sites are determined and projected. J. Montgomery added clarifications on the subject of the board approving budgets, specifically numbers of full-time employees included in annual budgets. On a related note, C. Wright mentioned the importance of considering cost-per-student data over time. K Sved explained how expansion grants can be applied to cover technology costs. N. Crivello asked a clarifying question about budget targets for average daily attendance (ADA). Members offered suggestions about formatting and sequencing to improve shared understanding of financial documents.

C. Preliminary 2019-20 Priorities and Budget

A. Ortiz reviewed the LCAP and budget process, including stakeholder involvement. Attendees discussed COLA and the Local Control Funding Formula (LCFF). J. Montgomery suggested that facility costs be included in the list of variables.

D. 2018-19 Education Protection Act Expenditures

A. Ortiz and J. Montgomery discussed the necessity of posting EPA information on the Navigator Schools website.

III. Other Business

A. Facilities Update

Carolyn Choi, from Pacific Charter School Development, joined the meeting via teleconference. K. Sved presented a case study of costs for facilities development, including potential school sites and the advantages and disadvantages of each option. N. Crivello asked a question about site location, district, and city boundaries. J. Montgomery asked questions about dates and timelines related to site control, both short-term and long-term. Members also discussed Proposition 39 in relation to site selection.

B. Schedule Next Meeting

Members did not discuss this topic due to limited time. The date for the next meeting will be determined via email.

IV. Closing Items

A. Adjourn Meeting

C. Wright made a motion to adjourn the meeting.

N. Crivello seconded the motion.

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

Roll Call

C. Wright Aye

N. Crivello Aye

J. Montgomery Aye

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 4:00 PM.

Respectfully Submitted,
S. Martin

Coversheet

Finance: 2017-18 Audit Approval

Section:	III. Topical Items
Item:	D. Finance: 2017-18 Audit Approval
Purpose:	Vote
Submitted by:	
Related Material:	2018 NS Audit Final Draft.pdf 2017-18 Audit Memo.pdf

NAVIGATOR SCHOOLS
FINANCIAL STATEMENTS AND
SUPPLEMENTARY INFORMATION
YEAR ENDED JUNE 30, 2018

OPERATING:

Gilroy Prep
Hollister Prep

CLA Draft - For Discussion Only

**NAVIGATOR SCHOOLS
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YEAR ENDED JUNE 30, 2018**

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**CliftonLarsonAllen**CliftonLarsonAllen LLP
CLAconnect.com**INDEPENDENT AUDITORS' REPORT**

Board of Directors
Navigator Schools
Gilroy, California

Report on the Financial Statements

We have audited the accompanying financial statements of Navigator Schools (Navigator), a California nonprofit public benefit corporation, which comprise the statement of financial position as of June 30, 2018, and the related statements of activities, cash flows, and functional expenses for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Board of Directors
Navigator Schools

Opinion

In our opinion, the financial statements referred to on page 1 present fairly, in all material respects, the financial position of Navigator as of June 30, 2018, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on Navigator's financial statements as a whole. The accompanying supplementary schedules are presented for purposes of additional analysis and are not a required part of the basic financial statement. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued a report dated November 9, 2018 on our consideration of Navigator's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness on Navigator's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Navigator's internal control over financial reporting and compliance.

CliftonLarsonAllen LLP

Glendora, California
November 9, 2018

NAVIGATOR SCHOOLS
STATEMENT OF FINANCIAL POSITION
JUNE 30, 2018

ASSETS	<u>CMO</u>	<u>Gilroy Prep</u>	<u>Hollister Prep</u>	<u>Total</u>
CURRENT ASSETS				
Cash and Cash Equivalents	\$ 343,926	\$ 1,298,583	\$ 1,339,214	\$ 2,981,723
Accounts Receivable	1,452	307,981	467,468	776,901
Prepaid Expenses and Other Assets	29,720	71,856	122,639	224,215
Total Current Assets	<u>375,098</u>	<u>1,678,420</u>	<u>1,929,321</u>	<u>3,982,839</u>
LONG-TERM ASSETS				
Property, Plant, and Equipment, Net	-	221,237	103,208	324,445
Total Long-Term Assets	<u>-</u>	<u>221,237</u>	<u>103,208</u>	<u>324,445</u>
Total Assets	<u>\$ 375,098</u>	<u>\$ 1,899,657</u>	<u>\$ 2,032,529</u>	<u>\$ 4,307,284</u>
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
Accounts Payable and Accrued Liabilities	\$ 81,479	\$ 371,544	\$ 392,647	\$ 845,670
Total Current Liabilities	<u>81,479</u>	<u>371,544</u>	<u>392,647</u>	<u>845,670</u>
NET ASSETS				
Unrestricted	293,619	1,528,113	1,536,013	3,357,745
Temporarily Restricted	-	-	103,869	103,869
Total Net Assets	<u>293,619</u>	<u>1,528,113</u>	<u>1,639,882</u>	<u>3,461,614</u>
Total Liabilities and Net Assets	<u>\$ 375,098</u>	<u>\$ 1,899,657</u>	<u>\$ 2,032,529</u>	<u>\$ 4,307,284</u>

See accompanying Notes to Financial Statements.

**NAVIGATOR SCHOOLS
STATEMENT OF ACTIVITIES
YEAR ENDED JUNE 30, 2018**

	CMO Unrestricted	Gilroy Prep Unrestricted	Gilroy Prep Temporarily Restricted	Hollister Prep Unrestricted	Hollister Prep Temporarily Restricted	Eliminations	Total
REVENUES							
State Revenue:							
State Apportionment	\$ -	1,676,318	\$ -	2,830,782	\$ -	\$ -	\$ 4,507,100
Other State Revenue		568,265		351,452	52,076		971,793
Federal Revenue:							
Grants and Entitlements	-	295,457	-	167,731	-	-	463,188
Local Revenue:							
In-Lieu Property Tax Revenue	-	2,706,391	-	864,133	-	-	3,570,524
Contributions	400,096	36,967	-	33,963	-	-	471,026
Investment Income	391	-	-	-	-	-	391
Other Revenue	1,473,412	88,084	-	45,746	-	(1,471,973)	135,269
Net Assets Released from Restriction	-	18,350	(18,350)	-	-	-	-
Total Revenues, Net	<u>1,873,899</u>	<u>5,389,832</u>	<u>(18,350)</u>	<u>4,293,807</u>	<u>52,076</u>	<u>(1,471,973)</u>	<u>10,119,291</u>
EXPENSES							
Program Services	222,946	4,260,474	-	3,083,612	-	-	7,567,032
Management and General	1,509,449	1,061,547	-	928,891	-	(1,471,973)	2,027,914
Total Expenses	<u>1,732,395</u>	<u>5,322,021</u>	<u>-</u>	<u>4,012,503</u>	<u>-</u>	<u>(1,471,973)</u>	<u>9,594,946</u>
CHANGE IN NET ASSETS	141,504	67,811	(18,350)	281,304	52,076	-	524,345
Net Assets - Beginning of Year	<u>152,115</u>	<u>1,460,302</u>	<u>18,350</u>	<u>1,254,709</u>	<u>51,793</u>	<u>-</u>	<u>2,937,269</u>
NET ASSETS - END OF YEAR	<u>\$ 293,619</u>	<u>\$ 1,528,113</u>	<u>\$ -</u>	<u>\$ 1,536,013</u>	<u>\$ 103,869</u>	<u>\$ -</u>	<u>\$ 3,461,614</u>

See accompanying Notes to Financial Statements.

**NAVIGATOR SCHOOLS
STATEMENT OF CASH FLOWS
YEAR ENDED JUNE 30, 2018**

	<u>CMO</u>	<u>Gilroy Prep</u>	<u>Hollister Prep</u>	<u>Total</u>
CASH FLOWS FROM OPERATING ACTIVITIES				
Change in Net Assets	\$ 141,504	\$ 49,461	\$ 333,380	\$ 524,345
Adjustments to Reconcile Change in Net Assets to Net Cash Provided (Used) by Operating Activities:				
Depreciation	-	37,112	16,153	53,265
(Increase) Decrease in Assets:				
Accounts Receivable	(1,452)	87,993	263,056	349,597
Prepaid Expenses and Other Assets	(4,909)	37,749	(47,640)	(14,800)
Increase (Decrease) in Liabilities:				
Accounts Payable and Accrued Liabilities	36,789	(29,959)	180,191	187,021
Net Cash Provided (Used) by Operating Activities	<u>171,932</u>	<u>182,356</u>	<u>745,140</u>	<u>1,099,428</u>
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchases of Property, Plant, and Equipment	-	(64,814)	-	(64,814)
Net Cash Provided (Used) by Investing Activities	<u>-</u>	<u>(64,814)</u>	<u>-</u>	<u>(64,814)</u>
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayments of Debt	-	-	(62,500)	(62,500)
Net Cash Provided (Used) by Financing Activities	<u>-</u>	<u>-</u>	<u>(62,500)</u>	<u>(62,500)</u>
NET CHANGE IN CASH AND CASH EQUIVALENTS	171,932	117,542	682,640	972,114
Cash and Cash Equivalents - Beginning of Year	<u>171,994</u>	<u>1,181,041</u>	<u>656,574</u>	<u>2,009,609</u>
CASH AND CASH EQUIVALENTS - END OF YEAR	<u>\$ 343,926</u>	<u>\$ 1,298,583</u>	<u>\$ 1,339,214</u>	<u>\$ 2,981,723</u>
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION				
Cash Paid for Interest	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 99</u>	<u>\$ 99</u>

See accompanying Notes to Financial Statements.

NAVIGATOR SCHOOLS
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED JUNE 30, 2018

	<u>Program Services</u>	<u>Management and General</u>	<u>Eliminations</u>	<u>Total Expenses</u>
Salaries and Wages	\$ 4,562,762	\$ 1,142,944	\$ -	\$ 5,705,706
Pension Expense	443,823	41,344	-	485,167
Other Employee Benefits	563,895	143,612	-	707,507
Payroll Taxes	175,875	31,242	-	207,117
Management Fees	-	242,090	-	242,090
Legal Expenses	-	21,059	-	21,059
Accounting Expenses	-	8,575	-	8,575
Instructional Materials	506,482	-	-	506,482
Other Fees for Services	211,260	1,603,826	(1,471,973)	343,113
Advertising and Promotion Expenses	-	4,947	-	4,947
Office Expenses	117,133	21,951	-	139,084
Information Technology Expenses	180,952	60,567	-	241,519
Occupancy Expenses	155,636	36,059	-	191,695
Travel Expenses	82,401	63,757	-	146,158
Interest Expense	-	99	-	99
Depreciation Expense	53,265	-	-	53,265
Insurance Expense	-	36,105	-	36,105
Other Expenses	513,548	41,710	-	555,258
Subtotal	<u>7,567,032</u>	<u>3,499,887</u>	<u>(1,471,973)</u>	<u>9,594,946</u>
Eliminations	<u>-</u>	<u>(1,471,973)</u>	<u>1,471,973</u>	<u>-</u>
Total	<u><u>\$ 7,567,032</u></u>	<u><u>\$ 2,027,914</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 9,594,946</u></u>

See accompanying Notes to Financial Statements.

**NAVIGATOR SCHOOLS
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2018**

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities

Navigator Schools (Navigator) is a California nonprofit public benefit corporation and is organized to manage and operate public charter schools. The mission of Navigator is to develop students who are proficient or advanced on the California state standards test and to prepare them to excel in college and the work place.

Navigator is funded principally through state of California public education monies received through the California Department of Education. The charters may be revoked by the sponsors for material violations of the charter, failure to meet pupil outcomes identified in the charter, failure to meet generally accepted standards of fiscal management, or violation of any provision of the law.

Cash and Cash Equivalents

Navigator defines its cash and cash equivalents to include only cash on hand, demand deposits, and liquid investments with original maturities of three months or less.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, and disclosures. Accordingly, actual results could differ from those estimates.

Basis of Accounting

The financial statements have been prepared on the accrual method of accounting and accordingly reflect all significant receivables and liabilities.

Functional Allocation of Expenses

Costs of providing Navigator's programs and other activities have been presented in the statement of functional expenses. During the year, such costs are accumulated into separate groupings as either direct or indirect. Indirect or shared costs are allocated among program and support services by a method that best measures the relative degree of benefit.

Basis of Presentation

The accompanying financial statements have been prepared in conformity with accounting principles generally accepted in the United States as prescribed by the Financial Accounting Standards Board.

**NAVIGATOR SCHOOLS
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2018**

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Net Asset Classes

Navigator is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted, temporarily restricted, and permanently restricted. Net assets of Navigator are defined as:

Unrestricted

All resources over which the governing board has discretionary control to use in carrying on the general operations of Navigator.

Temporarily Restricted

These net assets are restricted by donors to be used for specific purposes. Navigator currently has temporarily restricted net assets consisting of unspent Clean Energy funding.

Permanently Restricted

These net assets are permanently restricted by donors and cannot be used by Navigator. Navigator does not currently have any permanently restricted net assets.

Receivables

Accounts receivable primarily represent amounts due from federal and state governments as of June 30, 2018. Management believes that all receivables are fully collectible; therefore no provisions for uncollectible accounts were recorded.

Property, Plant and Equipment

Property, plant, and equipment are stated at cost if purchased or at estimated fair market value if donated. Depreciation is provided on a straight-line basis over the estimated useful lives of the assets, ranging from 5 years to 10 years. Navigator capitalizes all expenditures for land, buildings, and equipment in excess of \$5,000.

Property Taxes

Secured property taxes attach as an enforceable lien on property as of January 1. Taxes are levied on September 1 and are payable in two installments on or before November 1 and February 1. Unsecured property taxes are not a lien against real property and are payable in one installment on or before August 31. Santa Clara and San Benito Counties bill and collect property taxes for all taxing agencies within the Counties and distributes these collections to the various agencies. The sponsor agencies of Navigator Schools are required by law to provide in-lieu property tax payments on a monthly basis, from August through July. The amount paid per month is based upon an allocation per student, with a specific percentage to be paid each month.

**NAVIGATOR SCHOOLS
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2018**

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Revenue Recognition

Amounts received from the California Department of Education are recognized as revenue by Navigator based on the average daily attendance (ADA) of students. Revenue that is restricted is recorded as an increase in unrestricted net assets if the restriction expires in the reporting period in which the revenue is recognized. All other restricted revenues are reported as increases in temporarily restricted net assets.

Contributions

All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Amounts received that are restricted to specific use or future periods are reported as temporarily restricted. Restricted contributions that are received and released in the same period are reported as unrestricted revenue. Unconditional promises to give expected to be received in one year or less are recorded at net realizable value. Unconditional promises to give expected to be received in more than one year are recorded at fair value at the date of the promise. Conditional promises to give are not recognized until they become unconditional, that is, when the conditions on which they depend are substantially met.

Income Taxes

Navigator is a nonprofit entity exempt from the payment of income taxes under Internal Revenue Code Section 501(c)(3) and California Revenue and Taxation Code Section 23701d. Accordingly, no provision has been made for income taxes. Management has determined that all income tax positions are more likely than not of being sustained upon potential audit or examination; therefore, no disclosures of uncertain income tax positions are required. Navigator files informational returns in the U.S. federal jurisdiction, and the state of California. The statute of limitations for federal and California state purposes is generally three and four years, respectively.

Subsequent Events

Navigator has evaluated subsequent events through November 9, 2018, the date these financial statements were available to be issued.

NOTE 2 CONCENTRATION OF CREDIT RISK

Navigator maintains cash balances held in banks and revolving funds which are insured up to \$250,000 by the Federal Depository Insurance Corporation (FDIC). At times, cash in these accounts exceeds the insured amounts. Navigator has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk on its cash and cash equivalents.

**NAVIGATOR SCHOOLS
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2018**

NOTE 3 PROPERTY, PLANT AND EQUIPMENT

Property, plant, and equipment in the accompanying financial statements is presented net of accumulated depreciation. Depreciation expense was \$53,265 for the year ended June 30, 2018.

The components of property, plant, and equipment as of June 30, 2018 are as follows:

	<u>Gilroy Prep</u>	<u>Hollister Prep</u>
Land Improvements	164,747	17,744
Equipment, Furniture and Fixtures	250,529	125,516
Total	<u>415,276</u>	<u>143,260</u>
Less: Accumulated Depreciation	<u>(194,039)</u>	<u>(40,052)</u>
Total Property, Plant, and Equipment	<u>\$ 221,237</u>	<u>\$ 103,208</u>

NOTE 4 COMMITMENTS

Navigator (Gilroy Prep) signed a facility use agreement with the Gilroy Unified School District. The agreement carries a term that coincides with Navigator's charter. The agreement does not require Navigator to pay a lease amount for the use of the property, but instead Navigator pays a supervisory oversight fees at 3% of Navigator's general purpose entitlement and categorical block grants. The supervisory oversight fees recorded for the year ended June 30, 2018 were \$131,480.

Navigator (Hollister Prep) signed a facility agreement with Hollister Unified School District starting July 1, 2013 which requires Navigator to pay 3% of Hollister Prep School's general purpose entitlement and categorical block grants for the property. The supervisory oversight fees recorded for the year ended June 30, 2018 were \$110,610.

**NAVIGATOR SCHOOLS
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2018**

NOTE 5 EMPLOYEE RETIREMENT

Multi-employer Defined Benefit Pension Plans

Qualified employees are covered under a multi-employer defined benefit pension plan maintained by agencies of the state of California.

The risks of participating in this multi-employer defined benefit pension plan is different from single-employer plans because: (a) assets contributed to the multi-employer plan by one employer may be used to provide benefits to employees of other participating employers, (b) the required member, employer, and state contribution rates are set by the California Legislature, and (c) if Navigator chooses to stop participating in the multi-employer plan, it may be required to pay a withdrawal liability to the plan. Navigator has no plans to withdraw from this multi-employer plan.

State Teachers' Retirement System (STRS)

Plan Description

The Navigator contributes to the State Teachers' Retirement System (STRS), a cost-sharing multi-employer public employee retirement system defined benefit pension plan administered by STRS. Plan information for STRS is not publicly available. The plan provides retirement, disability and survivor benefits to beneficiaries. Benefit provisions are established by State statutes, as legislatively amended, within the State Teachers' Retirement Law. According to the most recently available Comprehensive Annual Financial Report and Actuarial Valuation Report for the year ended June 30, 2017, total STRS plan net assets are \$210 billion, the total actuarial present value of accumulated plan benefits is \$362 billion, contributions from all employers totaled \$4.2 billion, and the plan is 62.6% funded. The Navigator did not contribute more than 5% of the total contributions to the plan.

Copies of the STRS annual financial reports may be obtained from STRS, 7667 Folsom Boulevard, Sacramento, CA 95826, and www.calstrs.com.

Funding Policy

Active plan members hired before January 1, 2013 are required to contribute 10.25% of their salary and those hired after are required to contribute 9.205% of their salary. The Navigator is required to contribute an actuarially determined rate. The actuarial methods and assumptions used for determining the rate are those adopted by the STRS Teachers' Retirement Board. Under the 2014 funding plan, employer contributions on compensation creditable to the program will increase every year for the next seven years, up to 19.10% in 2020–21. The required employer contribution rate for the year ended June 30, 2018 was 14.43% of annual payroll. The contribution requirements of the plan members are established and may be amended by State statute.

**NAVIGATOR SCHOOLS
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2018**

NOTE 6 EMPLOYEE RETIREMENT

State Teachers' Retirement System (STRS) (Continued)

Funding Policy (Continued)

Navigator's contributions to STRS for the past three years are as follows:

<u>Year Ended June 30,</u>	<u>Required Contribution</u>	<u>Percent Contributed</u>
2016	\$ 265,382	100 %
2017	371,226	100
2018	485,167	100

NOTE 6 CHARTER MANAGEMENT ORGANIZATION

Navigator charges CMO fees to each charter for management services performed during the year. Navigator (Gilroy Prep) paid CMO fees of \$788,888 for the year ended June 30, 2018. Navigator (Hollister Prep) paid CMO fees of \$683,085 for the year ended June 30, 2018. These fees were eliminated in the financial statements.

NOTE 7 CONTINGENCIES

Navigator has received state and federal funds for specific purposes that are subject to review and audit by the grantor agencies. Although such audits could generate disallowances under terms of the grants, management believes that any required reimbursement would not be material.

SUPPLEMENTARY INFORMATION

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**NAVIGATOR SCHOOLS
LOCAL EDUCATION AGENCY ORGANIZATION STRUCTURE
YEAR ENDED JUNE 30, 2018**

Navigator Schools (Navigator) operates Gilroy Prep School and Hollister Prep School. Navigator is a California nonprofit public benefit corporation and is organized to manage and operate public charter schools.

Navigator began serving students at Gilroy Prep in August 2011 and the charter school is sponsored by the Gilroy Unified School District.

Navigator began serving students at Hollister Prep in August 2013 and the charter school is sponsored by the Hollister Unified School District.

Gilroy Prep charter school number authorized by the State: 1278

Hollister Prep charter school number authorized by the State: 1507

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**NAVIGATOR SCHOOLS
LOCAL EDUCATION AGENCY ORGANIZATION STRUCTURE (CONTINUED)
YEAR ENDED JUNE 30, 2018**

The board of directors and the administrators as of the year ended June 30, 2018 were as follows:

BOARD OF DIRECTORS

<u>Member</u>	<u>Office</u>	<u>Term Expires (2 year term)</u>
Caitrin Wright	Chair	March 1, 2019
Alicia Gallegos-Fambrini	Secretary	September 1, 2019
Joyce Montgomery	Treasurer	April 2, 2020
JP Anderson	Member	June 1, 2020
John Glover	Member	July 1, 2020
Nora Crivello	Member	June 1, 2020
John Flaherty	Member	March 21, 2020
Fiaau Ohmann	Member	March 21, 2020

ADMINISTRATORS

Kevin Sved	Chief Executive Officer
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**NAVIGATOR SCHOOLS
SCHEDULE OF INSTRUCTIONAL TIME
YEAR ENDED JUNE 30, 2018**

	Instructional Minutes		Traditional	Status
	Requirement	Actual	Calendar Days	
Gilroy Prep				
Kindergarten	36,000	57,300	180	In compliance
Grade 1	50,400	59,190	180	In compliance
Grade 2	50,400	59,190	180	In compliance
Grade 3	50,400	59,190	180	In compliance
Grade 4	54,000	59,190	180	In compliance
Grade 5	54,000	59,190	180	In compliance
Grade 6	54,000	60,330	180	In compliance
Grade 7	54,000	60,330	180	In compliance
Grade 8	54,000	60,330	180	In compliance
Hollister Prep				
Kindergarten	36,000	57,165	180	In compliance
Grade 1	50,400	60,375	180	In compliance
Grade 2	50,400	60,375	180	In compliance
Grade 3	50,400	60,375	180	In compliance
Grade 4	54,000	60,375	180	In compliance
Grade 5	54,000	60,375	180	In compliance
Grade 6	54,000	62,370	180	In compliance

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See accompanying Auditors' Report and the Notes to Supplementary Information

**NAVIGATOR SCHOOLS
SCHEDULE OF AVERAGE DAILY ATTENDANCE
YEAR ENDED JUNE 30, 2018**

	Second Period Report		Annual Report	
	Classroom Based	Total	Classroom Based	Total
Gilroy Prep				
TK/K-3	230.53	230.53	231.07	231.07
Grades 4-6	172.88	172.88	172.87	172.87
Grades 7-8	115.12	115.12	114.57	114.57
ADA Totals	<u>518.53</u>	<u>518.53</u>	<u>518.51</u>	<u>518.51</u>
Hollister Prep				
TK/K-3	231.17	231.17	231.75	231.75
Grades 4-6	174.52	174.52	174.82	174.82
ADA Totals	<u>405.69</u>	<u>405.69</u>	<u>406.57</u>	<u>406.57</u>

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See accompanying Auditors' Report and the Notes to Supplementary Information

**NAVIGATOR SCHOOLS
RECONCILIATION OF ANNUAL FINANCIAL REPORT WITH
AUDITED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018**

	Gilroy Prep	Hollister Prep
June 30, 2018 Annual Financial Report Fund Balances (Net Assets)	\$ 1,528,423	\$ 1,639,882
Adjustments and Reclassifications:		
Increase (Decrease) of Fund Balance (Net Assets):		
Cash and Cash Equivalents	(12,884)	17,576
Prepaid Expenses and Other Assets	-	6,761
Accounts Payable and Accrued Liabilities	12,574	(24,337)
Net Adjustments and Reclassifications	(310)	-
June 30, 2018 Audited Financial Statement Fund Balances (Net Assets)	\$ 1,528,113	\$ 1,639,882

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See accompanying Auditors' Report and the Notes to Supplementary Information

**NAVIGATOR SCHOOLS
NOTES TO SUPPLEMENTARY INFORMATION
YEAR ENDED JUNE 30, 2018**

PURPOSE OF SCHEDULES

NOTE 1 SCHEDULE OF INSTRUCTIONAL TIME

This schedule presents information on the amount of instructional time offered by Navigator and whether Navigator complied with the provisions of California Education Code.

NOTE 2 SCHEDULE OF AVERAGE DAILY ATTENDANCE

Average daily attendance is a measurement of the number of pupils attending classes of Navigator. The purpose of attendance accounting from a fiscal standpoint is to provide the basis on which apportionments of state funds are made to charter schools. This schedule provides information regarding the attendance of students at various grade levels.

NOTE 3 RECONCILIATION OF ANNUAL FINANCIAL REPORT WITH AUDITED FINANCIAL STATEMENTS

This schedule provides the information necessary to reconcile the net assets of the charter schools as reported on the Annual Financial Report form to the audited consolidated financial statements.

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**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED
IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

Board of Directors
Navigator Schools
Gilroy, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Navigator Schools (Navigator), a nonprofit California public benefit corporation, which comprise the statement of financial position as of June 30, 2018, and the related statements of activities, cash flows, and functional expenses for the year then ended, the related notes to the financial statements, and have issued our report thereon dated November 9, 2018.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered Navigator's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Navigator's internal control. Accordingly, we do not express an opinion on the effectiveness of Navigator's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency or a combination of deficiencies in internal control such that there is a reasonable possibility that a material misstatement of the financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. **Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses.** However, material weaknesses may exist that have not been identified.

Board of Directors
Navigator Schools

Compliance and Other Matters

As part of obtaining reasonable assurance about whether Navigator's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

CliftonLarsonAllen LLP

Glendora, California
November 9, 2018

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INDEPENDENT AUDITORS' REPORT ON STATE COMPLIANCE

Board of Directors
 Navigator Schools
 Gilroy, California

We have audited Navigator Schools' (Navigator) compliance with the types of compliance requirements described in the *2017-2018 Guide for Annual Audits of K-12 Local Education Agencies and State Compliance Reporting*, published by the Education Audit Appeals Panel for the year ended June 30, 2018. Navigator's state compliance requirements are identified in the table below.

Management's Responsibility

Management is responsible for the compliance with the state laws and regulations as identified below.

Auditor's Responsibility

Our responsibility is to express an opinion on Navigator's compliance based on our audit of the types of compliance requirements referred to below. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America, the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and the *2017-2018 Guide for Annual Audits of K-12 Local Education Agencies and State Compliance Reporting*, published by the Education Audit Appeals Panel. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the specific areas listed below has occurred. An audit includes examining, on a test basis, evidence about the Navigator's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion on state compliance. Our audit does not provide a legal determination of Navigator's compliance.

Compliance Requirements Tested

In connection with the audit referred to above, we selected and tested transactions and records to determine Navigator's compliance with the laws and regulations applicable to the following items:

<u>Description</u>	<u>Procedures Performed</u>
School Districts, County Offices of Education, and Charter Schools:	
Educator Effectiveness	Yes
California Clean Energy Jobs Act	Yes
After School Education and Safety Program	Not applicable
Proper Expenditure of Education Protection Account Funds	Yes

Board of Directors
Navigator Schools

<u>Description</u>	<u>Procedures Performed</u>
Unduplicated Local Control Funding Formula Pupil Counts	Yes
Local Control and Accountability Plan	Yes
Independent Study-Course Based	Not applicable
Immunizations	Yes
Charter Schools:	
Attendance	Yes
Mode of Instruction	Yes
Nonclassroom-based instructional/independent study	Not applicable
Determination of funding for nonclassroom-based instruction	Not applicable
Annual instructional minutes – classroom based	Yes
Charter School Facility Grant Program	Not applicable

Opinion on State Compliance

In our opinion, Navigator complied with the laws and regulations of the state programs referred to above in all material respects for the year ended June 30, 2018.

Purpose of this Report

The purpose of this report on state compliance is solely to describe the results of testing based on the requirements of the *2017-2018 Guide for Annual Audits of K-12 Local Education Agencies and State Compliance Reporting*, published by the Education Audit Appeals Panel. Accordingly, this report is not suitable for any other purpose.

CliftonLarsonAllen LLP

Glendora, California
November 9, 2018

**NAVIGATOR SCHOOLS
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
YEAR ENDED JUNE 30, 2018**

All audit findings must be identified as one or more of the following categories:

<u>Five Digit Code</u>	<u>Finding Types</u>
10000	Attendance
20000	Inventory of Equipment
30000	Internal Control
40000	State Compliance
42000	Charter School Facilities Program
50000	Federal Compliance
60000	Miscellaneous
61000	Classroom Teacher Salaries
62000	Local Control Accountability Plan
70000	Instructional Materials
71000	Teacher Misassignments
72000	School Accountability Report Card

Our audit did not disclose any matters required to be reported in accordance with *Government Auditing Standards* or the *2017-2018 Guide for Annual Audits of K-12 Local Education Agencies and State Compliance Reporting*.

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**NAVIGATOR SCHOOLS
SUMMARY SCHEDULE OF PRIOR AUDIT FINDINGS
YEAR ENDED JUNE 30, 2018**

There were no findings in the prior year.

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Date: December 04, 2018
To: Board of Directors
From: Ami Ortiz, Director of Business & Finance
Re: 2017-18 Audit memo

An independent audit is an examination of our financial records, accounts, accounting practices and internal controls. For public schools the audit also reviews our instructional days and hours and the school sites ADA records to ensure the organization is in compliance with all California state laws. During the audit, the auditor reviews the organization's financial statements to determine whether or not they adhere to generally accepted accounting principles (GAAP). The independent audit is performed by an auditor/CPA that is not an employee and is retained through a contract for services, hence the term "Independent" audit.

Navigator's independent audit process began after the close of the 2017/18 fiscal year. I worked closely with Wade McMullen from Clifton, Larson, Allen (CLA) audit firm to ensure he had all documents needed to complete the audit in a timely manner so that we would meet the deadline set forth by the California Department of Education (CDE). Most of the audit work was performed off site by Mr. McMullen. He also conducted a site visit at the Support Office on October 5, 2018. During the visit he interviewed Kevin Sved, Ami Ortiz and Melissa Alatorre regarding internal controls and fraud protection.

I am happy to report the audit was a success! Below are a few of the highlights from the attached independent audit:

- Navigator Staff and Mr. McMullen maintained a positive and cooperative relationship to ensure a smooth and timely process
- There were no significant or material deficiencies in our internal controls found during the audit process (page 20)
- CLA found that there weren't any adjusting journal entries that needed to be made
- Navigator Schools was found to be in compliance with the laws and regulations of the State (page 23)

Coversheet

Finance: 2018-19 Financials

Section:	III. Topical Items
Item:	E. Finance: 2018-19 Financials
Purpose:	Discuss
Submitted by:	
Related Material:	December 2018 Financials.pdf



2018-19 Financial Report Narrative
December 2018 Board Meeting
Financials through October 31, 2018

2018-19 Net Income

	<u>Current Projection</u>	<u>Orig Bd Rpt</u>
CMO	\$52k	\$19k
Gilroy Prep	\$270k	\$299k
Hollister Prep	\$333k	\$505k
Watsonville Prep	<u>\$362k</u>	<u>\$326k</u>
Total	\$1M	\$1.1M

- CMO projected net income variance highlights
 - \$52k favorable variance for consulting income that was not included in original budget.
 - \$10k unfavorable variance for office furniture purchased for additional CMO staff.
 - 10k unfavorable variance for additional legal fees.

- Gilroy Prep projected net income variance highlights
 - \$35k favorable variance for State and Federal SPED entitlement expected to come in higher than originally stated.
 - \$60k unfavorable variance in salaries from staffing needs for additional staff to meet the needs of SPED students and 1 extra TNT needed for subbing purposes.

- Hollister Prep projected net income variance highlights
 - \$13k favorable variance for State and Federal SPED entitlement expected to come in higher than originally stated.
 - \$60k favorable variance from PCSGP Expansion Grant not in original budget. This will go towards the technology for middle school (see below).
 - \$89k unfavorable variance for new, upgraded middle school Apple TV's, Monitors, and 30 MacBooks that were not in original budget. The \$60k PCSGP grant revenue will reimburse % of this cost.
 - \$140k unfavorable variance in salaries from staffing needs for additional staff hired for 1:1 SPED students, additional counseling hours and a proposed additional SPED paraprofessional. In addition, 5 open positions came in with salaries higher than what was budgeted for.
 - \$10k unfavorable variance for classroom furniture and supplies for additional activity tables for SGI's.

- Watsonville Prep projected net income variance highlights
 - \$38k favorable variance in salaries due to a reduction in expected staff.

Navigator Schools
 Consolidated Balance Sheet Comparison
 Actuals through October 31, 2018

	Actual <u>10/31/2018</u>	Actual <u>6/30/2018</u>	Actual <u>6/30/2017</u>	Actual <u>6/30/2016</u>
Cash	2,322,352	2,981,724	2,008,555	1,884,454
Accounts Receivable	48,945	776,899	1,126,497	767,909
Prepaid Expense	15,439	221,301	209,415	72,379
Fixed Assets, net of depreciation	360,789	324,446	312,895	188,935
Other Assets	2,915	2,915		
Total Assets	2,750,440	4,307,284	3,657,361	2,913,677
Accrued Liabilities	212,121	845,666	657,592	319,149
CDE Loan Payable	0	0	62,500	125,000
Total Liabilities	212,121	845,666	720,092	444,149
Beginning Fund Balance	3,461,617	2,937,269	2,469,528	1,790,843
Net Income	-923,298	524,348	467,741	678,685
Ending Fund Balance	2,538,319	3,461,617	2,937,269	2,469,528
Total Liabilities & Fund Balance	2,750,440	4,307,284	3,657,361	2,913,677

Navigator Schools - 2018-19 Unaudited Actuals Comparison to 2017-18 Actuals
Actuals through October 31, 2018

Income Statement - Combined <i>CMO/GPS/HPS/WPS</i>	2018-19 Original Budget	2018-19 Latest Projection	2017-18 Original Budget	2017-18 Audited Actuals	2016-17 Audited Actuals
Revenue	11,960,637	12,130,551	10,991,368	10,119,291	8,613,345 *
Expenses	10,811,447	11,114,759	10,420,391	9,594,946	8,145,605 *
Net Income - GAAP basis (audit)	1,149,190	1,015,792	570,977	524,345	467,740
Less Capital Outlay	(375,000)	(375,000)	(157,550)	(64,814)	(190,113)
Revenue less expenses & capital outlay	774,190	640,792	413,427	459,531	277,627

	2018-19 Original Budget	2018-19 Latest Projection	2017-18 Original Budget	2017-18 Audited Actuals	2016-17 Audited Actuals
Beginning Fund Balance	3,461,617	3,461,617	2,937,272	2,937,272	2,469,532
Net Income - GAAP basis (audit)	1,149,190	1,015,792	570,977	524,345	467,740
Ending Fund Balance	4,610,807	4,477,409	3,508,249	3,461,617	2,937,272

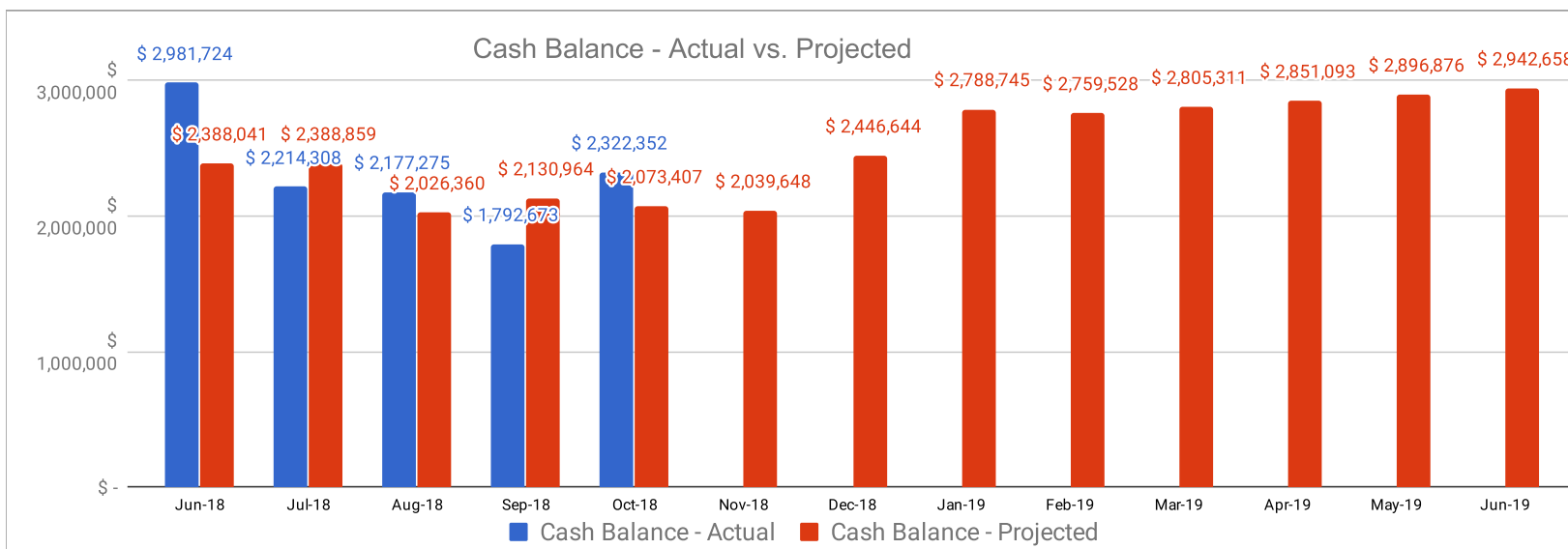
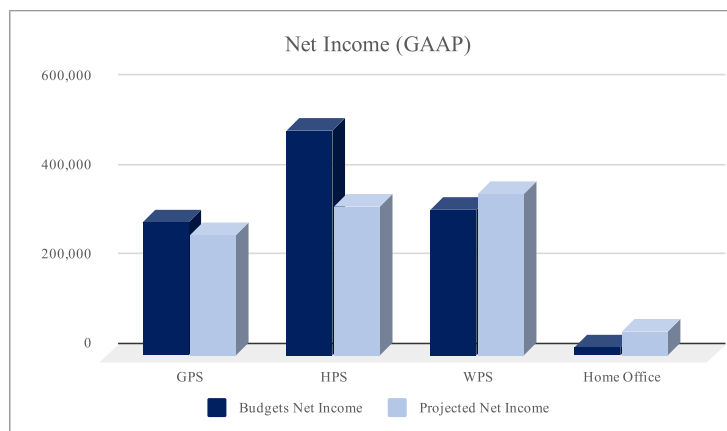
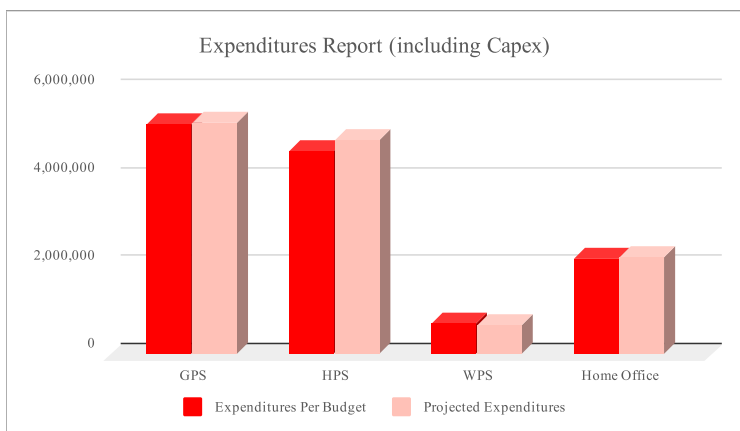
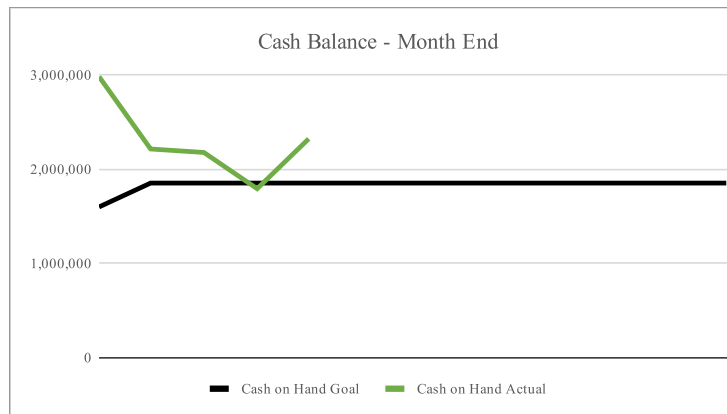
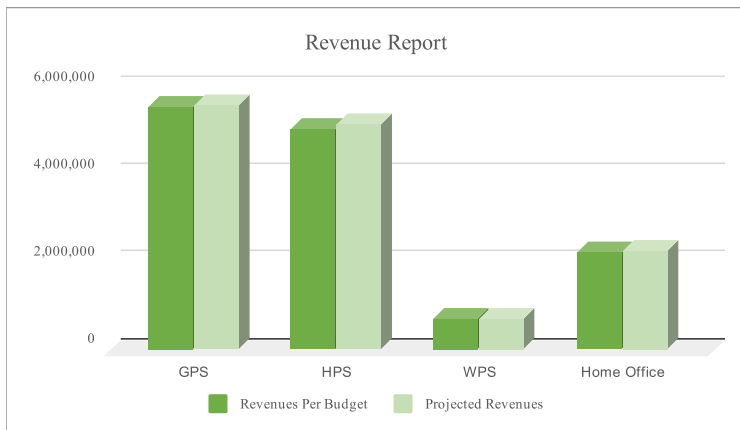
Revenues/Student *	11,726	11,893	11,449	10,541	10,254
Expenses/Student *	10,599	10,897	10,855	9,995	9,697
Fund Balance/Student at Year End	4,520	4,390	3,654	3,606	3,497

* Revenues and Expenses do not include CMO Management Fee Revenue/Expense because that is an intercompany charge.

Navigator Schools - 2018-19 Budget vs. Projection

Actuals through October 31, 2018

	Total	TOTAL	Total	GPS	GPS	GPS	HPS	HPS	HPS	CMO	CMO	CMO	WPS	WPS	WPS
<u>Summary Level</u>	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19
	Original	YTD	Current	Original	YTD	Current	Original	YTD	Current	Original	YTD	Current	Original	YTD	Current
	<u>Budget</u>	<u>Actuals</u>	<u>Projection</u>	<u>Budget</u>	<u>Actuals</u>	<u>Projection</u>	<u>Budget</u>	<u>Actuals</u>	<u>Projection</u>	<u>Budget</u>	<u>Actuals</u>	<u>Projection</u>	<u>Budget</u>	<u>Actuals</u>	<u>Projection</u>
<i>Enrollment Projection</i>	1020	1017	1020	540	537	540	480	480	480	0	0	0	0	0	0
REVENUE:															
LCFF Revenue	8,998,732	1,976,953	8,998,732	4,633,098	1,235,974	4,633,098	4,365,634	740,979	4,365,634	0	0	0	0	0	0
Federal Revenue	458,362	1,103	462,392	302,050	1,103	306,080	156,312	0	156,312	0	0	0	0	0	0
Other State Revenue	940,887	128,338	983,529	478,150	90,117	507,503	462,737	38,221	476,026	0	0	0	0	0	0
Donations & Grants	1,380,885	351,211	1,496,885	12,885	1,401	12,885	3,000	3,180	63,000	665,000	21,630	718,000	700,000	325,000	703,000
Other Revenue	181,771	73,431	189,013	115,954	51,275	115,954	65,517	21,164	71,557	300	992	1,502	0	0	0
CMO Management Fees	1,529,785	509,932	1,529,785							1,529,785	509,932	1,529,785			0
REVENUE	13,490,422	3,040,968	13,660,336	5,542,137	1,379,870	5,575,520	5,053,200	803,544	5,132,529	2,195,085	532,554	2,249,287	700,000	325,000	703,000
EXPENDITURES:															
Salaries	6,446,956	1,943,261	6,624,322	2,683,792	762,303	2,747,031	2,157,784	662,568	2,304,209	1,452,380	489,223	1,458,082	153,000	29,167	115,000
Benefits & Taxes	1,818,881	496,342	1,814,548	753,234	199,178	753,234	643,605	171,078	643,605	383,784	119,638	379,451	38,258	6,448	38,258
Books & Supplies	747,907	468,919	870,060	394,245	185,719	407,362	278,172	251,276	377,588	46,700	29,445	55,066	28,790	2,479	30,044
Services & Other Operating Expense	1,745,703	545,813	1,753,829	589,147	215,743	576,064	709,313	189,853	715,088	293,308	136,015	304,687	153,935	4,202	157,990
CMO Management Fees	1,529,785	509,932	1,529,785	787,627	262,544	787,627	742,158	247,388	742,158						
Capital Outlay	375,000	0	375,000	0	0	0	75,000	0	75,000	0	0	0	300,000	0	300,000
EXPENDITURES	12,664,232	3,964,266	12,967,544	5,208,045	1,625,487	5,271,318	4,606,032	1,522,163	4,857,648	2,176,172	774,320	2,197,286	673,983	42,296	641,292
REVENUE LESS EXPENDITURES	826,190	(923,298)	692,792	334,092	(245,617)	304,202	447,168	(718,619)	274,881	18,913	(241,766)	52,001	26,017	282,704	61,708
GAAP Adjustments:															
Revenue Less Expenditures	826,190	(923,298)	692,792	334,092	(245,617)	304,202	447,168	(718,619)	274,881	18,913	(241,766)	52,001	26,017	282,704	61,708
Add back Capita Outlay to Net income	375,000	0	375,000	0	0	0	75,000	0	75,000	0	0	0	300,000	0	300,000
Subtract Depreciation Expense	(52,000)	0	(52,000)	(35,000)	0	(35,000)	(17,000)	0	(17,000)	0	0	0	0	0	0
Net Income - GAAP Basis 2018-19	1,149,190	(923,298)	1,015,792	299,092	(245,617)	269,202	505,168	(718,619)	332,881	18,913	(241,766)	52,001	326,017	282,704	361,708
Beginning Net Assets @ 6/30/18	3,461,617	3,461,617	3,461,617	1,528,118	1,528,118	1,528,118	1,639,883	1,639,883	1,639,883	293,616	293,616	293,616	0	0	0
Net Income - GAAP Basis 2018-19	1,149,190	(923,298)	1,015,792	299,092	(245,617)	269,202	505,168	(718,619)	332,881	18,913	(241,766)	52,001	326,017	282,704	361,708
Ending Net Assets @ 6/30/19	4,610,807	2,538,319	4,477,409	1,827,210	1,282,501	1,797,320	2,145,051	921,264	1,972,764	312,529	51,850	345,617	326,017	282,704	361,708

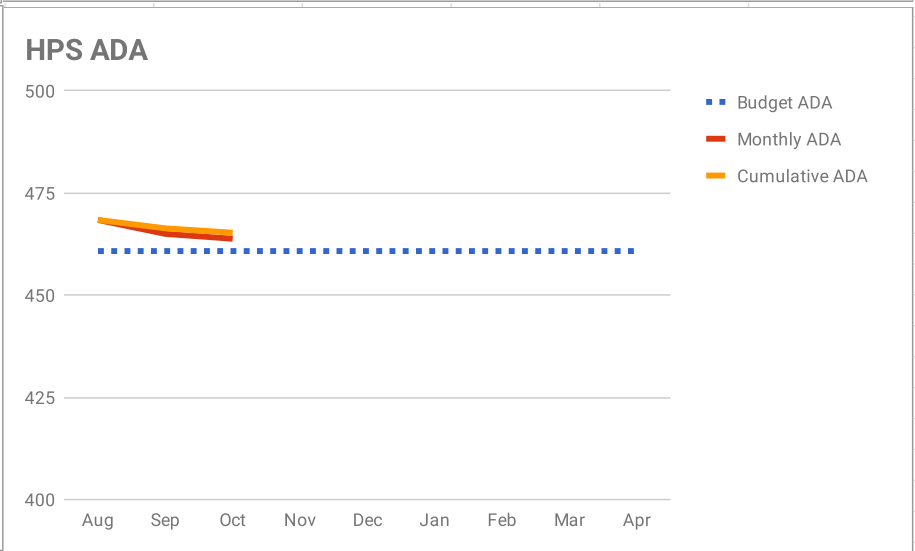
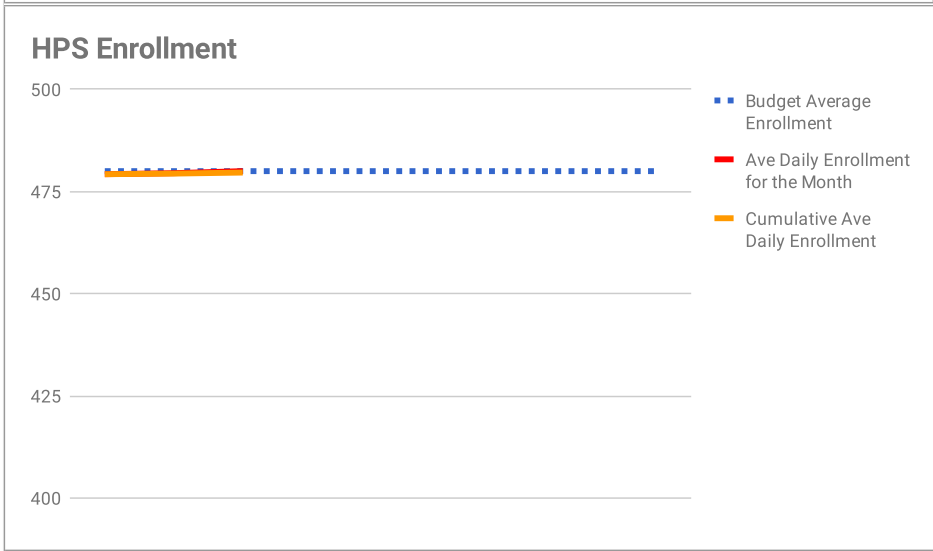
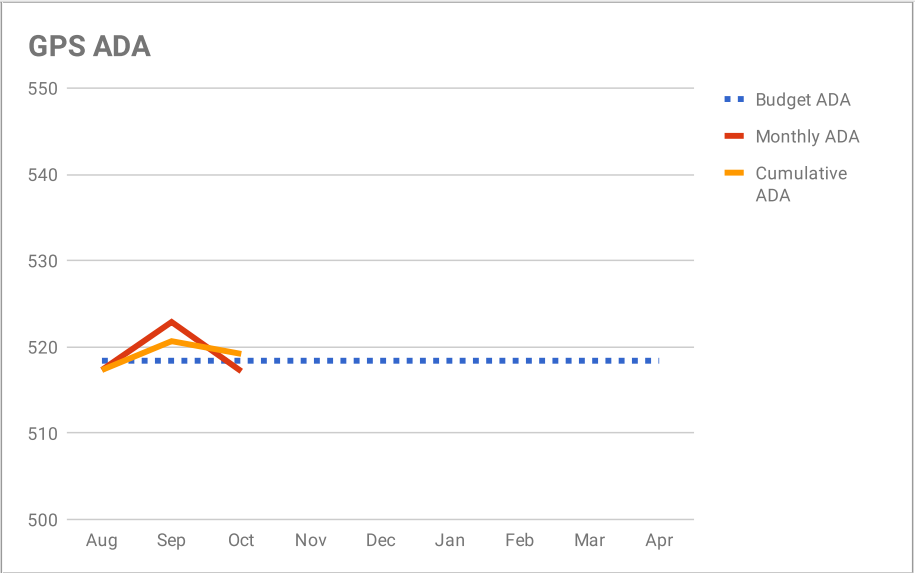
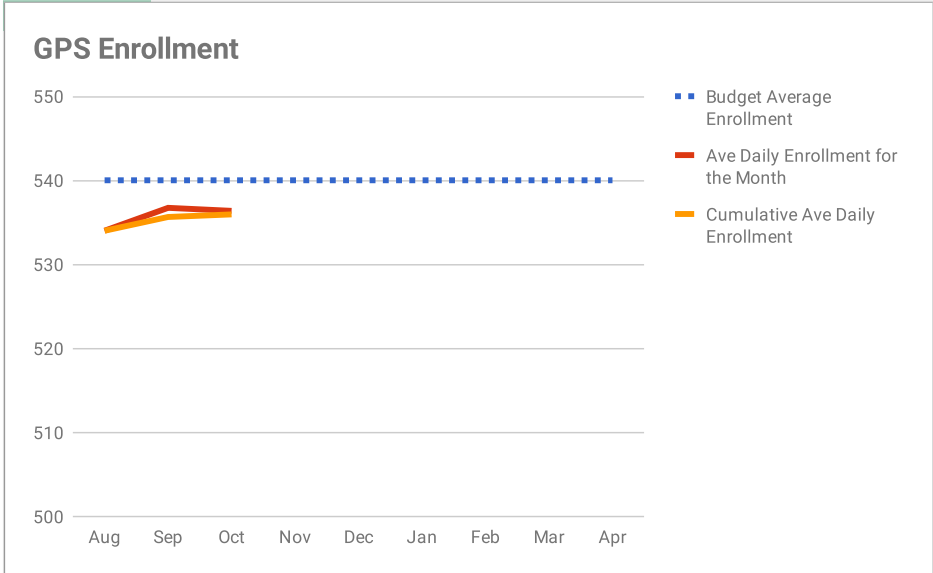


Navigator Schools - Financial Data
Actuals through October 31, 2018

<u>Attendance and Enrollment Data</u>	<u>Total</u>	<u>GPS</u>	<u>HPS</u>
2018-19 ADA - Approved Budget	979.2	518.4	460.8
2018-19 ADA thru 10/31/2018	983.0	519.2	463.8
2018-19 ADA % thru 10/31/2018	96.8%	96.9%	96.7%
2018-19 Enrollment - Approved Budget	1020.0	540.0	480.0
2018-19 Ave Enrollment thru 10/31/2018	1015.6	535.9	479.7
Enrollment as of 10/31/2018	1017.0	537.0	480.0

*Budgeted ADA is at 96%

	<u>Actual</u>
Cash balance as of 10/31/2018	2,322,352
Annual Expenditures (not including CMO Mgmt Fees)	11,437,759
Number of Months Cash on Hand	2.44



Coversheet

2018-19 Budget Revise

Section: III. Topical Items
Item: F. 2018-19 Budget Revise
Purpose: Vote
Submitted by:
Related Material: Budget Revise.pdf



Date: December 7, 2018
To: Board of Directors
From: Kevin Sved, CEO
Re: 2018-19 Budget Revise

Recommendation:

It is recommended that the Board approve proposed 2018-19 revised budgets for Gilroy Prep (GPS) and Hollister Prep (HPS), increasing budgeted full-time equivalents (FTEs) from 123.75 to 133.60, and up to 135.60 FTEs pending SBE approval of the Watsonville Prep charter petition.

Overview

The revised 2018-19 budget is based on latest year-end projections reviewed by the Finance Committee and included in this agenda packet. The revised proposed budget includes

1. Adjusting budget to reflect hiring to date to meet GPS and HPS programmatic needs as discussed at the Finance Committee
2. One additional Teacher-in-Training for GPS, bringing total from 4 to 5
3. Hiring up to four additional Teachers-in-Training in January 2019 pending SBE approval of the Watsonville Prep charter petition

These budget adjustments are necessary to provide staff support for meeting special education requirements, student safety and supervision, and appropriate substitute coverage. The revised budget projects to healthy net-income for both GPS and HPS. Staff recognizes that these late changes need to be avoided in the future and will improve budgeting processes to prevent this from reoccurring. The proposed revised 2018-19 budget is attached.

Background and Analysis

As indicated in the Finance Report, overspending to date at GPS and HPS resulted primarily from hiring decisions that exceeded the number of FTEs included in the 2018-19 budget. These decisions were based on needs related to special education services, substitute teacher coverage, and healthy projected ending balances. Nonetheless, staff recognizes the need to obtain board approval for FTE and related changes. To prevent this from reoccurring and help mitigate the challenges of unforeseen staffing expenses, the Director of Business and Finance will work with principals and other staff to better anticipate such unexpected expenses and budget accordingly.

The table below shows the 2018-19 budget as approved by the Board in June 2018, compared to current staffing.

	Budgeted FTE	12/2018 FTE	Change	Explanation
GPS	57.90	61.80	3.90	.20 Counselor, .70 Yard Duty, 1 Special Ed Paraprofessional (SPED Para), 1 Small Group Instructor (SGI), 1 Teacher-in-Training (TnT)
HPS	48.65	54.10	5.45	1 TnT, 2 SPED Para, .75 Yard Duty, 1 SGI, .20 Speech, .50 Counselor
WPS	1.75	1.75	0	
SO	15.45	15.45	0	
Total	123.75	133.10	9.35	

The financial impact of these staffing changes in 2018-19 is summarized as follows:

	Added Expense Salaries and Benefits	Current Projected Net Income	Net Income as % of Projected Expenditures
GPS	\$63,239	\$269,202	5.1%
HPS	\$146,425	\$332,881	6.8%
Total	\$209,664	\$654,084	N/A

In considering the longer-term impact of these staffing changes, we do not believe these additions are unsustainable. If there is a need to eliminate positions in future fiscal years due to an economic downturn or other unforeseen situations, we anticipate that we could do so without impacting employees holding these positions as the specific positions added are frequently vacated due to these positions being part-time or early educational career entry points.

Additional Staffing Need

GPS has an immediate need to increase the number of Teachers-in-Training (TnT) from 4 to 5. During the 2017-2018 school year, Gilroy Prep employed 5 TnTs. When planning for 2018-2019, leadership chose to be more conservative and budgeted for 3 TnTs. As the year unfolded, illness and professional development attendance have put a strain on the TnT pool at GPS, and we have realized that substituting for classroom teachers, SGIs, and Paraprofessionals demands 5 TnTs. Utilizing TnTs as our substitute pool allows us to maintain continuity with instruction when regularly assigned staff are not present in the classroom, and this practice has been a key contributing factor to Navigator's success. A strong TnT pool also helps us prepare for any unforeseen instructional staff departures, as TnTs are the primary source of our teacher pipeline.

With the approval of Watsonville Prep in early January 2019, we anticipate a number of the Watsonville Prep founding staff members to come from GPS and HPS. We appreciate the interest of our current staff in the start-up effort, and bringing staff experienced in our model will be a benefit

to a successful WPS launch. Our strong Teacher in Training model has proven effective in developing new teachers to fill our openings during the growth of GPS and HPS, and we are confident that this teacher development system will help fill openings created by the launch of Watsonville Prep. To help ensure that resulting vacancies in 2019-20 are filled by the best possible candidates, staff proposes beginning the hiring and training process earlier for up to four additional Teachers in Training. These new positions will fill 2019-20 openings at GPS and HPS, and they will start as early as January 14, 2019, pending the approval of WPS. These staff will benefit GPS and HPS by:

- Preparing and ensuring the presence of trained and acclimated staff to start the 2019-20 school year
- Bolstering the intervention services for students for the remainder of the year
- Providing additional substitutes to support professional development and peer observation
- Providing additional substitute coverage

The fiscal impact of these added positions for part of the year will not exceed \$25,000 per TnT due to working approximately half of the year, thereby adding 0.5 FTE for each added Teacher in Training. The potential fiscal impact on GPS and HPS would be:

	Potential # of New Teachers in Training	Teacher in Training Salaries and Benefits	Projected Net Income	Net Income as % of Projected Expenditures
GPS	2 @ .5 FTE	\$50,000	\$219,202	4.2%
HPS	3 @ .5 FTE	\$75,000	\$257,881	5.3%
Total	2.5 FTE	\$125,000	\$477,083	N/A

Timing for Teacher in Training Recruitment

December and January have historically proven to be optimal months to recruit and hire Teachers in Training. Potential candidates are completing undergraduate degrees and seeking employment opportunities in December. Of those who are graduating, some have a plan to become a teacher in the near future, but also need or want to work full time. Navigator has been successful at recruiting and hiring individuals who fit this description and share our mission. Time is of the essence for the recruiting and hiring of Teachers in Training mid-year. If we wait until January to begin recruiting, many potential candidates have already completed the job-seeking process and have taken positions elsewhere. Recruiting in December and onboarding new TnT hires in January allows for an opportunity to attract and hire high quality candidates.

Summary

It is recommended that the Board approve the proposed revised 2018-19 budget that will increase the FTE total to 133.10 for current employees and up to 135.60 pending SBE approval of the WPS charter.

Navigator Schools

2018-19 Proposed Revised Budget

Summary Level

	Total 2018-19 Original Budget <i>Enrollment Projection</i> 1020	Total 2018-19 Proposed Revised Budget 1020	GPS 2018-19 Original Budget 540	GPS 2018-19 Proposed Revised Budget 540	HPS 2018-19 Original Budget 480	HPS 2018-19 Proposed Revised Budget 480	CMO 2018-19 Board Approved Budget 0	WPS 2018-19 Board Approved Budget 0
REVENUE:								
LCFF Revenue	8,998,732	8,998,732	4,633,098	4,633,098	4,365,634	4,365,634	0	0
Federal Revenue	458,362	462,392	302,050	306,080	156,312	156,312	0	0
Other State Revenue	940,887	983,529	478,150	507,503	462,737	476,026	0	0
Donations & Grants	1,380,885	1,440,885	12,885	12,885	3,000	63,000	665,000	700,000
Other Revenue	181,771	187,811	115,954	115,954	65,517	71,557	300	0
CMO Management Fees	1,529,785	1,529,785					1,529,785	
REVENUE	13,490,422	13,603,134	5,542,137	5,575,520	5,053,200	5,132,529	2,195,085	700,000
EXPENDITURES:								
Salaries	6,446,956	6,756,620	2,683,792	2,787,031	2,157,784	2,364,209	1,452,380	153,000
Benefits & Taxes	1,818,881	1,850,520	753,234	767,446	643,605	661,032	383,784	38,258
Books & Supplies	747,907	860,440	394,245	407,362	278,172	377,588	46,700	28,790
Services & Other Operating Expense	1,745,703	1,738,395	589,147	576,064	709,313	715,088	293,308	153,935
CMO Management Fees	1,529,785	1,529,785	787,627	787,627	742,158	742,158		
Capital Outlay	375,000	375,000	0	0	75,000	75,000	0	300,000
EXPENDITURES	12,664,232	13,110,760	5,208,045	5,325,530	4,606,032	4,935,075	2,176,172	673,983
REVENUE LESS EXPENDITURES	826,190	492,374	334,092	249,990	447,168	197,454	18,913	26,017
GAAP Adjustments:								
Revenue Less Expenditures	826,190	492,374	334,092	249,990	447,168	197,454	18,913	26,017
Add back Capita Outlay to Net income	375,000	375,000	0	0	75,000	75,000	0	300,000
Subtract Depreciation Expense	(52,000)	(52,000)	(35,000)	(35,000)	(17,000)	(17,000)	0	0
Net Income - GAAP Basis 2018-19	1,149,190	815,374	299,092	214,990	505,168	255,454	18,913	326,017
Beginning Net Assets @ 6/30/18	3,461,617	3,461,617	1,528,118	1,528,118	1,639,883	1,639,883	293,616	0
Net Income - GAAP Basis 2018-19	1,149,190	815,374	299,092	214,990	505,168	255,454	18,913	326,017
Ending Net Assets @ 6/30/19	4,610,807	4,276,991	1,827,210	1,743,108	2,145,051	1,895,337	312,529	326,017

Coversheet

Governance Committee Report

Section: III. Topical Items
Item: G. Governance Committee Report
Purpose: Discuss
Submitted by:
Related Material: Gov Comm Minutes 11_15_18.pdf

DRAFT



Navigator Schools

Minutes

Governance Committee

Date and Time

Thursday November 15, 2018 at 10:30 AM

Location

650 San Benito Street, Suite 230, Hollister, CA 95023

Teleconference Locations

- 827 Broadway, Suite 300, Oakland, CA 94607
- 1065 Byers Street, Gilroy, CA 95020
- 1827 Clifford Street, Santa Clara, CA 95050

Committee Members Present

A. Gallegos Fambrini (remote), C. Wright (remote), J. Anderson (remote)

Committee Members Absent

None

Guests Present

K. Sved, S. Martin

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

C. Wright called a meeting of the Governance committee of Navigator Schools to order on Thursday Nov 15, 2018 @ 10:34 AM at 650 San Benito Street, Suite 230, Hollister, CA 95023.

C. Approve Minutes

A. Gallegos Fambrini made a motion to approve minutes from the Governance Committee on 09-13-18.

J. Anderson seconded the motion.

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

Roll Call

C. Wright	Aye
A. Gallegos Fambrini	Aye
J. Anderson	Aye

II. Topical Items

A. Board Member Recruitment Update

C. Wright reviewed recent communications with potential board members. She highlighted their strengths, backgrounds, interests, and possible committee and officer roles. She suggested next steps for prospective board members, including attending a future board meeting, invitations to join a committee, and speaking with a current board member. Committee members reviewed board needs, present and future. K. Sved emphasized importance of candidates observing board meetings. He expanded upon the candidates' strengths and skill sets. A. Gallegos Fambrini mentioned importance of defining direction of the board and being proactive to add members in relation to that direction. Members discussed the level of urgency related to board expansion and related timelines. JP Anderson mentioned further positive, personal qualities of the candidates.

C. Wright will invite two candidates to our next board meeting and connect them with other board members.

B. Dashboard Development Update

Members reviewed the document listing LCAP goals and potential dashboard components. C. Wright recommended adding an additional column to the table of components to denote the frequency of each data report (annually or quarterly, for example). S. Martin will add the column as a next step. C. Wright also discussed with attendees the possibility that it might not be best to include MTSS data in the dashboard at this stage. The members also discussed NWEA MAP with similar concerns. These two components will not be included in the dashboard based on consensus reached during the discussion.

A. Gallegos Fambrini sought more information on the proposed coaching component and its connection to the LCAP. As the discussion progressed, she suggested, in addition to collecting data relating to the number of coaching sessions completed, that teachers provide feedback on the value of the coaching that they have received. Members also discussed the development of teacher rubrics, and K. Sved provided clarity on the timeline for such a project.

Members agreed that, in the case of tracking achievement, three components (as proposed) might be too numerous. The committee agreed that NS weekly assessments are an achievement metric of paramount importance. The committee noted alignment between development of the dashboard and the implementation of a new Academic Success Committee.

C. Academic Success Committee

C. Wright expressed support for the Academic Success Committee (ASC), as did JP Anderson and A. Gallegos Fambrini. The latter asked if membership was limited to existing board members. K. Sved shared his views on the advantages of providing an additional venue for board members to explore and discuss academic matters in greater detail and depth beyond what is provided during regular board meetings.

D. Board Retreat

This topic was not discussed at the meeting.

III. Closing Items

A. Schedule Upcoming Meeting(s)

The committee will meet on Monday, December 17th, from 10:30 am to 11:30 am.

B. Adjourn Meeting

C. Wright made a motion to adjourn the meeting.

A. Gallegos Fambrini seconded the motion.

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

Roll Call

A. Gallegos Fambrini Aye

C. Wright Aye

J. Anderson Aye

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 11:35 AM.

Respectfully Submitted,
S. Martin

Coversheet

Academic Success Committee

Section: III. Topical Items
Item: H. Academic Success Committee
Purpose: Vote
Submitted by:
Related Material: Academic Success Committee Memo.pdf
Academic Success Committee Description.pdf



Date: December 4, 2018
To: Board of Directors
From: Sean Martin
Re: Academic Success Committee

The Governance Committee recommends board approval for the creation of an Academic Success Committee (ASC). A complete description of the committee is included in the agenda packet. The Governance Committee will present a list of proposed ASC members to the Navigator Board for approval on February 26, 2019. The ASC description included in the agenda packet was discussed and approved by the Governance Committee on November 15, 2018.

The ASC will provide a forum for increased analysis, discussion, tracking, and dissemination of evidence relating to the success of all students at Navigator Schools. Members will meet regularly to explore aspects of curriculum, instruction, and culture in depth, with the aim of investigating the extent to which Navigator is fulfilling its mission to deliver phenomenal outcomes for all students, regardless of their circumstances.

A key duty of the committee is to develop a clear and structured process for updating the board on the organization's performance on key academic outcomes. In addition, the committee will support the board's understanding of standardized assessments and how results from these assessments are used to inform teaching and programmatic changes. Overall, the committee will develop and promote a clear and shared definition of "academic excellence" for the organization.

A current board member will serve as the ASC chairperson. Membership will be open board, staff, and community members. Once established, the committee will meet approximately six times per year (once between each regular board meeting). The Governance Committee respectfully recommends board approval of a new Academic Success Committee.

Academic Success Committee Description

General Purpose

The Academic Success Committee analyzes the extent to which Navigator Schools achieves its mission-driven charge to deliver phenomenal outcomes for all students, regardless of their circumstances. These outcomes are defined in the mission, charter, LCAP, board priorities, and CEO priorities. In short, the committee focuses on outcomes to determine whether or not Navigator Schools is keeping its promise to the children, families, and communities it serves, specifically in relation to the academic, behavioral, social, and emotional success of its students.

The committee will generate regular, systematic reviews of school performance in key areas, including attendance, behavior, academic performance, and social-emotional learning (SEL). An essential element of all analysis, guided by the mission of Navigator Schools, includes research and reflection on the success of major subgroups, including gender, race, English language proficiency, students with disabilities, economically disadvantaged students, migrant students, foster students, and homeless students.

Duties

The Academic Success Committee measures organizational outcomes against stated goals for metrics such as

- Performance on annual standardized tests prescribed by the State of California (CAASPP)
- Performance on external, nationally-normed assessments in reading and math (NWEA MAP)
- Performance on internal assessments, including weekly assessments in English Language Arts (ELA) and mathematics
- Rates of attendance, suspension, and expulsion
- Student grades
- Resignation rates for English language learners
- Student and staff retention
- Surveys of family or staff satisfaction
- Surveys of student social-emotional learning and perceptions of school culture
- Percentage of students distributed across Multi-Tiered Systems of Student Support (MTSS)
- The degree to which the provision of external professional development services promotes student achievement at partner schools and contributes to the development and success of the academic model of Navigator Schools

Role

The overall role of the Academic Excellence Committee is to ensure that:

- The board and CEO have a clear and shared definition of “academic excellence” for the organization.

- The board and CEO have a clear and shared sense of how well the organization is currently performing in reaching that definition of excellence, as guided by data inventories, calendars, and key strategies for analysis.
- The board and CEO agree on what the next steps the organization will take in order to reach that goal of excellence.
- All trustees understand the promises in the charter and accountability plan and understand how well the organization is currently performing against those promises.
- All trustees understand what standardized assessments the school administers, what each one assesses, when each one is administered, and how the data from each is used to inform teaching and programmatic changes.
- The board and CEO have a clear and structured process for updating the board on the organization's performance on key academic outcomes on a regular basis (at least four times per year).
- Work with CEO to provide board training, as necessary, to understand how the organization is achieving the board approved goals.

Membership

The committee is composed of no less than three individuals. Committee membership includes at least one current board member. A current board member serves as committee chair. Committee membership may include board members, staff, and community members. The committee will meet approximately six times per year (once between each regular board meeting).

Coversheet

NS Priorities Update

Section:	III. Topical Items
Item:	I. NS Priorities Update
Purpose:	Discuss
Submitted by:	
Related Material:	Priorities Update Slides.pdf

Beginning of Year Priority Assessment

Priority	Status	Highlights: Base in Data/Milestones	Concerns: Base in Data/Milestone
Math		<ul style="list-style-type: none"> -Teacher survey results and classroom walkthroughs have demonstrated increased capacity in the CRA method -Have begun giving and recording student mastery by grade level of math facts 	<ul style="list-style-type: none"> -Overall leadership skills to provide coaching for teachers needs focus -Big lift required to change mindsets -Behind on building out student exemplars
Leadership Development	On track to win	<ul style="list-style-type: none"> -Feedback meetings are now being recorded and analyzed by site leadership teams to provide feedback to coaches 	<ul style="list-style-type: none"> -50% of HPS coaches are new and need high impact coaching on their coaching -Clearer bar on what constitutes highest-leverage action steps
Social Emotional Learning	On track to win	<ul style="list-style-type: none"> - Panorama SEL survey completed across all classes in relevant grade levels with high participation rate -MTSS team completed third round of SUMS/MTSS training 	<ul style="list-style-type: none"> -Protocols and procedures for tracking student progress within MTSS

Beginning of Year Priority Assessment

Priority	Status	Highlights: Base in Data/Milestones	Concerns: Base in Data/Milestone
Strengthen Volunteer Engagement	Yellow	-Potential board candidate identified and in the vetting process.	-Cultivation for committee membership has not started
WPS Ready to Open	Yellow	-Secured CDE Staff Recommendation -Lobbying effort in place	-Facilities are not secure -SBE politics are changing
Develop and pilot external services to scale impact	Green	-Good feedback Wonderful Prep - New School Venture Fund support received; now part of model provider planning process	-Strategic planning needed to determine how scaling can best work

Beginning of Year Priority Assessment

Priority	Status	Highlights: Base in Data/Milestones	Concerns: Base in Data/Milestone
Develop long-term facilities plan for HPS		<ul style="list-style-type: none"> -Meeting with HSD Director of Facilities -General support for long-term approach 	<ul style="list-style-type: none"> -Interim Superintendent at Hollister School District
Meet Support Office fundraising goals		<ul style="list-style-type: none"> -NSVF Grant of \$78,000 received -\$527,000 of \$665,000 received 	<ul style="list-style-type: none"> -Prospects for remaining \$140k not currently identified
Obtain charter approval or engage in appeals process for School 4		<ul style="list-style-type: none"> -Consultant will help determine level of support at county level 	<ul style="list-style-type: none"> -Engagement not yet begun due to focus on WPS
Continue implementing strong instructional program for all students	On Track to Win	<ul style="list-style-type: none"> -Leadership teams are thriving and are spending their time in the appropriate areas to increase student achievement 	<ul style="list-style-type: none"> -New priorities add to the workload and need to ensure necessary supports are in place

Coversheet

Vote to Approve Consulting Services Agreement: Andrew Bray

Section: III. Topical Items
Item: J. Vote to Approve Consulting Services Agreement: Andrew Bray
Purpose: Vote
Submitted by:
Related Material: Bray Consulting Agreement Memo.pdf
Bray Dissemination Proposal.pdf



Date: December 4, 2018
 To: Board of Directors
 From: Kevin Sved, CEO
 Re: Approval of Dissemination Project Proposal

Background

In June 2018, the Board approved a pilot project for Navigator to provide external support services. Since that time, Navigator received a \$78,000 grant from the New Schools Venture Fund to:

- Define the scope of the model (e.g. whole school vs. subject, specific components, supports offered);
- Codify and package the key assets needed to pilot the model; and
- Develop a comprehensive plan to pilot the model in 2-5 schools during the 2019-2020 school year

To develop a comprehensive plan and to obtain approval from the Navigator Board of Directors to implement that plan requires a timeline and process plan. We approached Andrew Bray who guided the development of the Navigator Schools Strategic Plan approved by the Board on October 24, 2017 to advise and support this project. The proposal from Andrew Bray is attached.

The project plan would seek to answer the following questions:

- **What are our objectives?** What outcomes are we trying to achieve through our dissemination work? How will we measure success?
- **What are our strategies?** What strategies will we pursue to achieve our objectives?
- **How will we execute successfully?** What will Navigator need in terms of people, money, and systems to execute our dissemination strategies successfully?
- **How does dissemination fit into Navigator's other activities?** Does our dissemination work require a separate corporate entity, distinct team, or other structural change?

We anticipate an opportunity to apply to participate in the next phase in the New School Venture Fund "model provider" initiative to pilot our model in 2-5 schools in the 2019-2020 school year. The outcome of this work will help prepare the organization to make a sound decision regarding that potential opportunity as well as other opportunities to spread the success of Navigator Schools.

Recommendation

It is recommended that the Board approve the consulting agreement with Andrew Bray.

Attachments:

1. Dissemination Project Proposal

To: Kevin Sved
Navigator Schools (“Navigator”)

From: Andrew Bray (“Consultant”)

Date: December 4, 2018

Re: Dissemination Project Proposal

Project Background

Navigator has always been interested in disseminating successful practices to other educators to enable them to serve more students effectively. In its early years, Navigator did this in small, ad hoc ways based on people reaching out to visit their schools, attend trainings, and access materials. More recently, Navigator has begun to structure more intentional partnerships for disseminating our practices, beginning in 2018 with Wonderful Prep.

Navigator is now at a point where it needs to become strategic and systematic in its approach to dissemination. As more schools seek to learn from Navigator (and as direct impact through opening more Navigator schools becomes more uncertain given changing California politics), Navigator wants to ensure that it is making smart choices around dissemination, effectively integrating it into its other work, and successfully serving its partners. With those aims in mind, Navigator will develop a strategic plan for its dissemination work through the process outlined below (the “Project”). Navigator has asked Consultant to serve as an advisor to the Project.

Key Questions to Answer

Navigator seeks to answer the following four questions through its planning process:

- **What are our objectives?** What outcomes are we trying to achieve through our dissemination work? How will we measure success?
- **What are our strategies?** What strategies will we pursue to achieve our objectives?
- **How will we execute successfully?** What will Navigator need in terms of people, money, and systems to execute our dissemination strategies successfully?
- **How does dissemination fit into Navigator’s other activities?** Does our dissemination work require a separate corporate entity, distinct team, or other structural change?

Project Timeline

Navigator will pursue a structured process to develop a written plan for our dissemination work on the following timeline:

December 11th	Get board advice and approval of proposed project
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January <i>Pre-work</i>	Navigator team conducts modest preliminary research and fact gathering (low intensity to protect the team’s focus on state appeal).
February-March <i>Develop Plan</i>	Navigator team develops a strategic plan (and supporting financial projections) for dissemination focused on the four questions above. Consultant participates in weekly calls with Navigator, reviews draft materials, and serves as “critical friend”. If needed, Consultant will attend one team meeting in Hollister to facilitate team discussions.
April <i>Finalize plan</i>	The Navigator team finalizes the plan and presents to board for approval on April 30th. <i>Note that Consultant is not available April 12-28.</i>

Key Roles

- Project manager/lead: James Dent
- Decider: Kevin Sved
- Outside advisor: Consultant
- Approver: Board of Directors

Consultant Key Activities

Consultant will provide advice throughout the Project and serve as a “critical friend” to the Navigator team. Consultant will:

- have weekly calls with the Navigator between January 28th and April 30th (~12 hours)
- review materials drafted by the Navigator team and provide feedback (~10 hours)
- facilitate a Navigator team meeting in-person (~5 hours)
- miscellaneous other activities as needed (~8 hours)

Navigator Key Activities

Navigator will be the ultimate owner of the dissemination plan. The team will draft materials and drive the project, timeline, and deliverables.

Project Fee

Consultant’s fee for the Project is \$8,750. The fee will be cover up to 35 hours of Consultant’s time. Each hour beyond that will be billed at the rate of \$250.00 per hour. Consultant estimates travel expenses of \$600 assuming one trip to Hollister.

Coversheet

Expanding Services to Wonderful Prep

Section: III. Topical Items
Item: K. Expanding Services to Wonderful Prep
Purpose: Vote
Submitted by:
Related Material: Expanding Wonderful Prep Services.pdf



Date: December 9, 2018

To: Board of Directors

From: Kevin Sved, CEO

Re: Authorization to Expand Services Agreement with Wonderful Prep

Recommendation

It is recommended that the Board authorize the CEO to amend the consulting services agreement with Wonderful Prep to expand services for January 2019 to May 2019.

Background

In June 2018, the board approved a pilot to provide external support services to Wonderful Prep for the 2018-19 school year. The agreement included five summer professional development days and ten days of coaching by the Chief Academic Officer, James Dent. The pilot has gone well for Wonderful Prep, as demonstrated by a request from the Superintendent of Wonderful Prep for additional services from January to May 2019.

The requested additional support is for coaching services to be provided by Heather Parsons, Director of Curriculum and Instruction, and additional hours of coaching time from James. In considering this request, I asked James and Heather to provide a full account of the principal and leadership development support being provided to GPS and HPS. This report is attached. In summary, they began the year providing extensive support at the sites with the new principals to help ensure success. At this time, they are ready to scale back school-site support and move into the intended long-term, ongoing support as detailed in their report. Some of the reduced time at GPS and HPS can be allocated to support Wonderful Prep, which James and Heather both believe increases their capacity to support GPS and HPS.

I am confident that we will be able to expand the services to Wonderful Prep in January 2019 to May 2019 without a negative impact on current schools or expansion efforts.

Summary

It is recommended that the Board authorize the CEO to amend the consulting services agreement with Wonderful Prep to expand services for January 2019 to May 2019.

Attachment: Principal Support Report



Date: December 9, 2018
To: Kevin Sved, CEO
From: James Dent, CAO
Re: Principal Support Report

The Chief Academic Officer (CAO) and the Director of Curriculum and Instruction (DCI) proactively doubled up school-site presence because there were two new principals seated in 2018-19. Navigator wanted to be sure that the transition would be seamless for the leadership, teachers, students and parents. The CAO and DCI have each spent two days a week supporting each site. The intent has been to consistently support the principals in the areas of project management, team development, strategic planning and personal development.

The added support provided by both James and Heather has helped to refine and implement the necessary organizational structures that have led to high performing leadership teams at both sites. The effects of these focused leadership supports have resulted in:

- Refined Educational Leadership Team (ELT) agendas that focus on highest leverage leadership activities, including video review of their coaching
- Improved [Walkthrough](#) process which now occurs twice weekly at each site
- Developed [Principal 1:1 Meeting Agenda](#) with clear intentionality in developing the skills necessary to successfully lead a Navigator school
- Developed [Morning Huddle Agenda](#) that will maintain a positive culture and focus on excellence
- Aligned [Weekly Data Meeting](#) for teachers so both sites are consistent with their intellectual prep
- Development of [Academic Leadership Team](#) (ALT) meeting to maintain site alignment and strategic decision making

Over the past five months, Debbie at Hollister Prep and Crystal at Gilroy Prep have done a remarkable job of building and supporting their leadership teams in the areas of:

- Becoming an Excellent Coach
- Leading School & Staff Culture
- Managing Excellent Teams
- Running a Data-Driven School

The principals have been able to implement a revised, deeper level walkthrough process and immediately act on that information during their ELT meetings. They have implemented a new process for providing the leaders with critical feedback of their coaching. Their Wednesday data meetings are effective and teachers are engaged. Due to Debbie's and Crystal's leadership, both

sites have reallocated resources wisely to ensure that all teachers are delivering a Navigator education in their classroom.

At this time, both schools are running smoothly, and the supports provided have been successful. We feel confident that as we transition into January, the CAO and DCI can scale back school-site supports and move into the intended long-term, ongoing support which is detailed in the table below. This leadership support schedule will be sustainable for the 2019-20 which will allow us to focus more time on the opening of WPS and cataloguing components of our model that can be disseminated to new Navigator schools, as well as other external organizations including Wonderful Prep.

Principal Support			
Description	Purpose	Attendants	Manager Support Frequency
1:1 Principal Meeting	<ul style="list-style-type: none"> • Metrics and goals review • Personal goal setting and review • Team goal setting and review • Weekly support discussions 	<ul style="list-style-type: none"> • Principal • Principal Manager 	Weekly
ELT Meeting	<ul style="list-style-type: none"> • Team metrics and goals review • Schoolwide data review • Coaching development • Book study • Site-problem solving 	<ul style="list-style-type: none"> • Principal • Principal Manager in Year 1 • Vice Principal of Academics • Vice Principal of Operations & Culture • SGI Coach 	Weekly with all year one principals Once a month for all returning principals
Walkthroughs			Weekly in the first half of their Year 1. Once a month for all returning principals
ALT Meeting	<ul style="list-style-type: none"> • Strategic planning • Site alignment decision making 	<ul style="list-style-type: none"> • All Principals • Principal Manager • DCI • DSS 	Weekly
1:1 Leadership Coaching	<ul style="list-style-type: none"> • Observation and feedback development • Data meeting development 	<ul style="list-style-type: none"> • Coach • DCI 	Coming in 2019-20 Every leader - frequency TBD

Next steps for Spring - Complete a [Principal Development Rubric](#) to evaluate level of proficiency with all critical leadership categories.