



Navigator Schools

Board Meeting

Date and Time

Tuesday October 2, 2018 at 6:00 PM PDT

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

Agenda

| | Purpose | Presenter | Time |
|---|---------|----------------|----------------|
| I. Opening Items | | | 6:00 PM |
| Opening Items | | | |
| A. Record Attendance and Guests | | Caitrin Wright | 2 m |
| B. Call the Meeting to Order | | Caitrin Wright | 3 m |
| The meeting is called to order with opening remarks. | | | |
| C. Public Comment on Items not Covered on the Regular Agenda | | Caitrin Wright | 5 m |

| | Purpose | Presenter | Time |
|---|-----------------|----------------|------|
| D. Approve Minutes from the August 22, 2018 Board Meeting | Approve Minutes | Caitrin Wright | 1 m |
| E. Approve Revised Minutes from the June 19, 2018 Board Meeting | Approve Minutes | Caitrin Wright | 1 m |
| F. CEO Update | | Kevin Sved | 5 m |
| The CEO will provide an update to the Board. Written updates from each director are included in the meeting packet. | | | |

II. Consent Agenda 6:17 PM

| | | | |
|--|------|----------------|-----|
| A. Pinnacle Bank Account Revision | Vote | Caitrin Wright | 2 m |
| The board will vote on the revision of account information for Pinnacle Bank, including the removal of names of individuals who are no longer employed by Navigator Schools. | | | |

III. Topical Items 6:19 PM

Governance

| | | | |
|--|---------|------------------|------|
| A. SBAC Scores Presentation | Discuss | James Dent | 30 m |
| James Dent, Chief Academic Officer, will present an analysis of Smarter Balanced Assessments (SBAC) for the 2017-18 school year. | | | |
| B. Watsonville Prep School Charter Petition Update | Discuss | Kirsten Carr | 15 m |
| Staff will present an update regarding recent and future activities relating to the WPS petition and state appeal process. | | | |
| C. Facilities Overview and Key Issues | Discuss | Kevin Sved | 30 m |
| Kevin Sved and Elizabeth Sanborn Falcon will provide an overview on school facilities, including future options for Watsonville Prep School. | | | |
| D. Finance Report | Discuss | Joyce Montgomery | 15 m |
| Joyce Montgomery will present the latest finance report, including unaudited actuals from 2017-18. | | | |
| E. Governance Committee Report | Discuss | Caitrin Wright | 15 m |

| | Purpose | Presenter | Time |
|--|--|-----------|----------------|
| Caitrin Wright will report on the latest meeting of the NS Governance Committee. | | | |
| F. | Data Dashboard Update | Discuss | Sean Martin |
| | Sean Martin will provide an overview of the development of online dashboard for Navigator Schools, including student demographics and achievement, climate and culture, business and finance, and human resources. | | |
| G. | NS Priorities Update | Discuss | Kevin Sved |
| | Kevin Sved will lead a presentation on NS priorities. | | |
| IV. | Closing Items | | 8:28 PM |
| A. | Adjourn Meeting | Vote | Caitrin Wright |
| | | | 2 m |

Coversheet

Approve Minutes from the August 22, 2018 Board Meeting

| | |
|--------------------------|---|
| Section: | I. Opening Items |
| Item: | D. Approve Minutes from the August 22, 2018 Board Meeting |
| Purpose: | Approve Minutes |
| Submitted by: | |
| Related Material: | Minutes for Board Meeting on August 22, 2018 |

APPROVED



Navigator Schools

Minutes

Board Meeting

Date and Time

Wednesday August 22, 2018 at 6:00 PM

Location

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

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
 - 827 Broadway, Suite 300, Oakland, CA 94607
 - 377 South 14th Street, San Jose, CA 95112
-

Directors Present

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

Directors Absent

John Flaherty

Directors who arrived after the meeting opened

Joyce Montgomery

Guests Present

Sean Martin (remote)

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

Alicia Gallegos Fambrini called a meeting of the board of directors of Navigator Schools to order on Wednesday Aug 22, 2018 at 6:00 PM.

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

There were no public comments.

D. Approve Minutes from the Board Meeting of June 19, 2018

Action was not taken on this item.

E. Approve Minutes from the Special Board Meeting, August 14, 2018

Caitrin Wright made a motion to approve minutes from the Special Board Meeting on 08-14-18 Special Board Meeting on 08-14-18.

JP Anderson seconded the motion.

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

Roll Call

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

F. CEO Update

K. Sved, CEO, provided an overview of recent activities and a brief review of 2017-18 SBAC scores. A. Gallegos Fambrini asked a clarifying question concerning a community outreach consultant.

II. Consent Agenda

A. Approval of 2018-19 Santa Clara COE STRS Agreement

A. Ortiz, Director of Business and Finance, explained the items listed in the consent agenda.

B. Approval of 2018-19 Consolidated Application for Funding

Caitrin Wright made a motion to approve the 2018-19 STRS Agreement and the 2018-19 Consolidated Application for Funding.

Nora Crivello seconded the motion.

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

Roll Call

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

III. Topical Items

A. Watsonville Prep Charter Petition: Next Steps

K. Sved reviewed the Watsonville Prep School (WPS) charter petition meeting and related votes at the Santa Cruz County Office of Education (SCCOE). K. Carr, Director of Engagement and Partnerships, delivered a PowerPoint presentation that included a chronology of all related events since the last vote at Pajaro Unified School District. K. Sved described the public hearing at SCCOE on July 14, including highlights of the NS presentation, supporters in attendance, and parent participation. K. Carr summarized the August 16 meeting at SCCOE, including votes, key outcomes, glows, and grows. Board members asked questions, shared reactions and opinions, and provided additional glows and grows.

K. Carr shared a timeline for an August 2019 opening of WPS, including important deadlines, parent engagement, and the coordination of next steps with partners and supporters. K. Sved reviewed next steps for the development of facilities, including five main options currently being explored. Board members asked questions about facilities and how they might contribute to the effort. A. Gallegos Fambrini expressed appreciation for the work of K. Carr and K. Sved on the presentation.

B. Year-End Staff, Parent, and Student Survey Data

K. Carr presented participation rates and results for all 2017-18 end-of-year surveys for GPS and HPS. Board members asked clarifying questions and offered suggestions for the collection and presentation of future data. NS staff members from GPS and HPS offered reactions and insights related to survey results. Site leaders offered additional comments, future steps, and goals. K. Carr presented action steps based on parent and staff surveys. Board members asked additional questions on related topics, including

Parent Square, LCAP, coaching (professional development) data, Social and Emotional Learning (SEL), CEO goals, and the role of the board concerning the review and analysis of survey data. K. Sved and the board thanked K. Carr for her presentation.

C. Approve New Term on the NS Board for John Glover

J. Glover signed-off the teleconference while this item was under discussion. He returned after the vote. J. Glover was re-elected to a third and final term on the NS board. After the vote, board members and the CEO praised and thanked him for his work in support of NS.

Caitrin Wright made a motion to re-elect John Glover for a new term on the NS Board. Alicia Gallegos Fambrini seconded the motion.

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

Roll Call

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

D. NS Priorities Update

K. Sved highlighted resources relating to ten NS priorities contained in the meeting packet. These materials also include key outcomes.
Joyce Montgomery arrived.

E. Data Dashboard Update

This item was not presented at the meeting.

F. Confirm Board Meeting Date for September or October

K. Sved reported that results from a recent online poll indicated that October 2nd was the best day for the next board meeting.

IV. Closing Items

A. Adjourn Meeting

K. Sved thanked A. Gallegos Fambrini for chairing the meeting.
Caitrin Wright made a motion to adjourn the meeting.
Nora Crivello seconded the motion.

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

Roll Call

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:55 PM.

Respectfully Submitted,
Sean Martin

Coversheet

Approve Revised Minutes from the June 19, 2018 Board Meeting

| | |
|--------------------------|---|
| Section: | I. Opening Items |
| Item: | E. Approve Revised Minutes from the June 19, 2018 Board Meeting |
| Purpose: | Approve Minutes |
| Submitted by: | |
| Related Material: | Minutes for Board Meeting on June 19, 2018 |

APPROVED



Navigator Schools

Minutes

Board Meeting

Date and Time

Tuesday June 19, 2018 at 6:00 PM

Location

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

Teleconference location: Gilroy Prep School, 277 IOOF Avenue, Gilroy, CA 95020

Directors Present

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

Directors Absent

None

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 Jun 19, 2018 at 6:05 PM.

The meeting was called to order with opening remarks. C. Wright shared the accomplishments and importance of the graduating 8th grade class. She thanked J. Dent and H. Parsons for developing a foundation for new school leaders. K. Sved introduced two new vice principals, Nick Bakich and Lisa Uccello.

C. Approve Minutes

John Glover made a motion to approve minutes from the Board Meeting on 05-15-18 Board Meeting on 05-15-18.

Alicia Gallegos Fambrini seconded the motion.

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

Roll Call

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

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

There were no public comments.

E. Consent Agenda

The board made suggestions concerning the language and reporting procedures related to the two policies.

F. Vote to agree to vote on the approval of each policy presented in the consent agenda separately

Joyce Montgomery made a motion to vote on each of the policies separately.

Nora Crivello seconded the motion.

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

Roll Call

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

G.

Vote to Approve Anti-Bullying Policy

Joyce Montgomery made a motion to approve the Anti-Bullying Policy.

Nora Crivello seconded the motion.

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

Roll Call

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

H. Vote to Amend Text of Security Cameras & Surveillance Policy

John Flaherty made a motion to amend the policy to read "use and analysis of" instead of "use of".

John Glover seconded the motion.

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

Roll Call

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

I. Vote to Approve Security Cameras & Surveillance Policy

John Flaherty made a motion to approve the Security Cameras & Surveillance Policy.

John Glover seconded the motion.

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

Roll Call

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

II. CEO

A. CEO Report

K. Sved reviewed recent news concerning grant funding, including Walton Family Foundation and Charter School Growth Fund (CSGF). He also presented an update on recent WPS charter petition activities. J. Dent provided a brief, preliminary overview of SBA scores. K. Sved and the board discussed our current and future efforts to provide professional development services to external agencies.

III. Finance

A. Finance Committee Report

The committee chair introduced documents summarizing budget and actual reports.

B. LCAP Approval

Members discussed the process and purpose of the LCAP. K. Sved presented related staff, student, and parent survey results and participation rates. The board discussed LCAP targets and approaches to setting the targets in a practical and effective manner.

A. Ortiz presented information regarding federal reporting of LCAP data. The board added an amendment to the LCAP (survey targets at 75% rather than 80%) and approved the LCAPs for GPS and HPS unanimously.

JP Anderson made a motion to approve the LCAP for GPS and HPS.

John Glover seconded the motion.

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

Roll Call

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

C. 2018-19 Budget Approval

K. Sved thanked A. Ortiz and finance committee members for their work on the budget.

A. Ortiz presented a PowerPoint presentation about the budget. She emphasized connections between the budget and the LCAP process. The board asked clarifying questions, including questions about teacher salary schedules and ranges, average technology cost per student, and budgeting for SPED services in light of expansion.

John Glover made a motion to approve the 2018-19 NS budget.

Nora Crivello seconded the motion.

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

Roll Call

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

IV. Governance

A. Governance Committee Report

C. Wright reviewed recent committee activities and highlighted the inclusion of committee notes in the meeting packet.

B. 2018-19 Calendar and Board Retreat

K. Sved and the board discussed potential dates for 2018-19 board meeting and retreat dates.

C. Election of Officers

The board re-elected three officers in separate votes. Members subject to re-election abstained during the vote concerning their office. The officers up for re-election were: C. Wright (Board Chair), A. Gallegos Fambrini (Board Secretary), and J. Montgomery (Board Treasurer). The votes for re-election were unanimous in every case.

D. Vote to Re-Elect Board Treasurer

Caitrin Wright made a motion to re-elect J. Montgomery as treasurer of the board.

Fiaau Ohmann seconded the motion.

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

Roll Call

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

E. Vote to re-elect Board Secretary

John Glover made a motion to re-elect A. Gallegos Fambrini as secretary of the board.
Joyce Montgomery seconded the motion.
The board **VOTED** unanimously to approve the motion.

Roll Call

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

F. Vote to Re-Elect Board Chair

Alicia Gallegos Fambrini made a motion to re-elect C. Wright as Board Chair.
Nora Crivello seconded the motion.
The board **VOTED** unanimously to approve the motion.

Roll Call

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

V. Topical Items

A. 2018-19 Organizational Goals and Priorities

K. Sved presented a proposed list of 2018-19 NS priorities. He explained how the priorities are aligned to the NS mission and essential questions related to the mission. He discussed the order of the priorities. The board engaged in an in-depth and wide-ranging discussion of the priorities. This discussion covered several main themes, including: tracking student and organizational achievement; student and family awareness of NS programs and services; student retention and tracking of related data; alumni communications and college success; distribution of and responsibility for priorities among NS staff; the organizational level of specific priorities and goals; and the scope and scale of the priorities.

B. Watsonville Prep Update

K. Sved shared a poem to introduce this topic. K. Carr reviewed recent WPS charter petition efforts, including communication with and questions from the Santa Cruz County

County Office of Education. Board members suggested strategies to prepare for the upcoming presentation before the SCCOE.

C. Wonderful Prep: Revised Outreach Plan

K. Sved reviewed three main points relating to how this work (providing professional development services to Wonderful Prep) aligns to our mission and how it will help us build capacity to achieve our mission. He explained how previous board feedback about this topic was recognized and incorporated into this revised outreach plan. Board members asked clarifying questions and discussed details of the plan, including proposed activities, roles of related personnel, participants, and NS capacity to meet plan objectives.

Caitrin Wright made a motion to approve the Wonderful Prep Revised Outreach Plan.

John Flaherty seconded the motion.

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

Roll Call

| | |
|--------------------------|-----|
| Caitrin Wright | Aye |
| Joyce Montgomery | No |
| John Flaherty | Aye |
| John Glover | Aye |
| Alicia Gallegos Fambrini | Aye |
| Fiaau Ohmann | Aye |
| Nora Crivello | Aye |
| JP Anderson | Aye |

D. Public Announcement of Reasons for Closed Session

The Board Chair announced the purpose of the closed session (Public Employment: CEO Evaluation).

E. Closed Session, Public Employment: CEO Evaluation

The board met in closed session.

F. Public Report of Action Taken in Closed Session

The Board Chair reported that no action was taken.

G. Possible Board Approval of Resolution Regarding Executive Compensation

The board discussed compensation research, data, and conclusions. The board determined that CEO compensation for 2018-19 will be \$168,777.00. Board members praised K. Sved, CEO, for his high level of performance and expressed deep appreciation for his leadership and accomplishments.

John Glover made a motion to approve the Resolution Regarding Executive Compensation.

Alicia Gallegos Fambrini seconded the motion.

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

Roll Call

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

VI. Closing Items

A. Adjourn Meeting

John Glover made a motion to adjourn the meeting.

Alicia Gallegos Fambrini seconded the motion.

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

Roll Call

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:31 PM.

Respectfully Submitted,
Sean Martin

Coversheet

CEO Update

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



Date: 9/24/18

To: Navigator Schools Board of Trustees

From: Director of Student Services

Re: Updates

- Attended training by YMC on Critical Student issues in special education
- Provided training to office staff on McKinney-Vento regulations.
- Attended first Scale-Up Multi-Tiered Systems of Support grant training with key staff from both schools.
- Worked on TK plan with Andrea Hernandez.
- Working with MTSS Coordinator to ensure PBIS and SEL initiatives are launched with clear processes and procedures.
- Attended Charter SELPA Steering Committee Meeting to learn about the following:
low-incidence funding, Educationally Related Mental Health Services (ERMHS), California Data Dashboard (special education and attendance), and new legislative bills on the Governor's desk that could affect special education.
- Scheduled to attend extensive McKinney-Vento training in October.
- With student services leaders, reviewing data and revising metrics to ensure Navigator Schools have exceptional full inclusion models



Date: September 25, 2018

To: Navigator Schools Board of Directors

From: Benjamin Moeller

Re: ITOM Update

1. This was the best start of school Navigator Schools has experienced yet. ITOM team members are more experienced than ever and built a closer working relationship with the school site team members.
2. Team OPs, which includes ITOM and school office staff, have been working closely together to drive continued success with school safety, enrollment, and operations.
3. ITOM has setup the lottery tool to work for the new charter agreements.
4. All student and staff devices are properly functioning.
5. Both schools continue to have a strong operating network.
6. ITOM successfully setup 22 TVs and 30 MacBook Pros in the beginning of the school year, as a last minute project for HPS Middle School classes.
7. ITOM is preparing for Prop 39.
8. ITOM is closing out quarter 1 and prepping for quarter 2.
9. ITOM will begin 19-20 planning in October.
10. ITOM Continues to build strong playbooks for ongoing success.



Date: September 24, 2018

To: Navigator Schools Board of Directors

From: Melissa Alatorre Alnas, Director of Human Resources

Re: Human Resources Update

Below you will find information on the projects, activities, and tasks that have been occupying the HR office in recent months.

Recruitment & Hiring

Navigator Schools currently has (136) positions filled and (3) positions that are temporarily vacant (GPS: .4 FTE Speech Pathologist, HPS: 1 FTE Paraprofessional, both sites: .5 FTE School Psychologist).

Insurance & Benefits

Navigator Schools has successfully completed the Open Enrollment process for the 2018-2019 school year. This year, 101 full time employees are participating in Navigator's benefits programs.

Mandatory Trainings

Each year, all Navigator employees are required to participate in (3) or (4) mandatory trainings. All staff take the following: Mandated Reporter, Drug Free Workplace, First Aid. All staff who are supervisors take the following: Sexual Harassment: Policy and Prevention. Trainings were assigned on August 15 and employees were given a 3-4 week window to complete the trainings.

School Site Support

I have had the opportunity to collaborate with and support our current leadership and site teams in the following ways: 'practicing' for difficult conversations, proper documentation regarding performance or professionalism concerns, maternity and other leave inquiries, compensation, student discipline, job descriptions, roles and responsibilities, and other areas that either connect with my current role or my previous school site experience.

Professional Development

As it is always important to remain compliant with laws and up to date on HR practices, Rosy and I have attended several workshops, seminars, and webinars regarding HR practices, labor and leave laws, STRS, and compensation.

Communication Culture

Kirsten Carr and I presented Communication Culture modules to all staff before the school year started (during Navi 101 and 201) to both instructional and non-instructional staff. The modules focus on building trust, being accountable for yourself, entering into a conversation seeking to understand the other individual, and successfully implementing difficult conversations. In addition, Kirsten and Melissa are collaborating with Principals Crystal Toriumi, Debbie Benitez, and Andi Hernandez to develop and implement a year-long communication professional development plan. The professional development will include pre-planned topics, and also leave space for differentiation and flexibility within the plan. This collaborative

endeavor will ensure that the professional development meets the needs of site staff and addresses issues that arise during the year.

Priorities

I have collaborated with Sharon Waller and Jessie Hill around the SEL priority in regards to the adults in our organization. Infusing SEL verbiage into huddles, meetings, and communication professional development are some first steps that will support SEL knowledge and practices to become a 'natural' element at Navigator Schools.



Date: September 24, 2018

To: Navigator Schools Board of Directors

From: Kirsten Carr

Re: Goals & Priorities Update

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

1. Growth - Watsonville Prep School (see separate report)
2. Development
 - a. Public Charter Schools Grant Program (PCSGP) - Since August, Navigator has submitted two PCSGP grant applications
 - i. Hollister Prep School expansion
 - ii. Watsonville Prep start up
 - b. After conversations with the New School Venture Fund, Navigator Schools committed a proposal to be a Model Provider for New Schools. The proposal focused on Navigator's centers model and leadership development.
3. Engagement
 - a. 9/14/18 Engagement Update to staff is attached.
 - b. In cooperation with Melissa Alatorre Alnas, Crystal Toriumi, Debbie Benitez, and Andi Hernandez, have developed & presented first steps of Navigator's communication culture professional development. This year-long program works to strengthen Navigator staff culture through establishing trust and creating safe spaces for essential communication.
 - c. Working with site leaderships to create staff engagement surveys using tools from New Teacher Project, SEL resources, LCAP questions, and internal growth metrics.
4. Priorities
 - a. Working with Kevin Sved, Academic Leadership Team, and Sean Martin to prepare for the Achievement First Critical Friends visit October 23-24

ENGAGEMENT UPDATE

9/14/18

Tour Season is Upon Us

As veteran Navis know, we often receive interest from other educators and organizations looking to learn from our best practices. We enter these tours on the site staff calendars but I will also try to use these bi-weekly updates to keep you informed of upcoming tours. Thank you, in advance, for always being so open and welcoming to our tour participants.

Upcoming tours:

September 17th – Calaveras School - HPS

County Supervisor Robert Rivas – GPS

September 24th – Adrian Breckel – Teach for America – GPS

September 27 - Healdsburg Unified School District – HPS

WPS – the countdown to state! Many of you have asked how you can be involved in the next steps to opening WPS and we really appreciate your support! We will be holding WPS update meetings early next month and will be sure to let you know the details. Thank you all for your continued support.

Alumni Outreach – while it is hard to believe our first graduating class are now 9th graders, ready to tackle the world, it is true! Several of our Gators come back often to let us know how it is going and what they wish they had known or miss. We are working on a more formal alumni outreach activities so be sure to check back for opportunities to get involved.





Date: September 24, 2018

To: Navigator Schools Board of Directors

From: Ami Ortiz

Re: Finance Update

- PENSEC was approved for \$192,362 for HPS
- Completed budget for PCSGP grant
- Completed budget for New School Venture Fund grant
- Closed the books on 2017-18
- Completed and submitted Unaudited Actuals to both Hollister School District and Gilroy School District
- Working on getting the audit materials to the auditor
- Auditor will be at the Support Office on October 5th
- Attended the finance session at Accelerator in New Orleans
- Working with Bryan Adams to assure the WPS budget and narrative are ready for the State



Date: September 25, 2018

To: Navigator Schools Board of Directors

From: James Dent

Re: Academic Update

The year has started off with a roar! We have launched our three priorities in a positive manner with our clearest focus yet at the beginning of a school year. Below are key activities supporting the Site Leader and Math priorities.

Site Leader Development Priority

- Eight leaders are attending RELAY Graduate School of Education Instructional Leadership Program this year
- Four leaders are attending Innovate Public Schools Start-Up Fellowship
- Navigator has trained site leadership staff in the following areas
 - Observation and Feedback
 - Three-way coaching
 - Live Coaching
 - Leading a Data Driven Instructional cycle
 - Leading Effective Meetings
 - Running School Walkthroughs
 - Developing a strong school culture
- www.navilearning.org now has live leadership development content for leaders

Math

- Navigator has developed Visions of Excellence for:
 - Concrete, Representational and Abstract math instruction (CRA)
 - Math Fluency
 - In-school math intervention
 - After school math intervention
- We have held a total of 16 hours of math professional development for the math team
- Initial results on weekly quizzes are showing strong improvement over last year's quizzes
- Walkthroughs and weekly observations show that instruction and mathematical modeling has taken a large leap forward at the sites



Date: September 25, 2018

To: Board of Directors

From: Kevin Sved, CEO

Re: CEO Update

With so many great highlights and updates coming from other Navigator leaders on the pages that follow, I decided to focus this CEO update on my professional growth. I think it is important for you to know what I am working on so that you can help hold me accountable and push me further.

Key to my growth this year has been the impact of our work with Achievement First's (AF) Charter Accelerator Network. The experience working with AF includes attending and preparing for workshops (three so far), participating in Critical Friends Visits, and receiving regular coaching. Additionally, we have received significant support for developing our plans to win on our priorities. This work has been transformative for me as a leader and manager, as I have utilized many of the tools to strengthen my collaboration with members of the leadership team. One result is that my weekly one-on-one meetings with members of the leadership team are more focused and productive. We are also at the beginning stage of scheduling regular "step-back" meetings where we go deeper on specific topics, including the use of a two-by-two process for sharing feedback with each other.

The regular coaching I receive helped me refine my professional growth goals for the year. These are:

1. Hone my vision for how to focus my time over the arc of the year
2. Better leverage the team where I am too much in the details
3. More strategic use of my time
4. Stronger management of direct reports
5. Experiment with leading from the front (from Board feedback)

The attached priorities and time allocation document has helped me make more strategic use of my time. I developed this document with support and input from my AF coach, my leadership team, and Catrin. A key part of my growth has also been the regular support Caitrin provides during our weekly one-on-ones. Caitrin checks in on my priorities which supports my accountability, and also helps push my thinking to work through challenges. I have also received regular coaching support from Andrew Bray. My time with Andrew has helped push my thinking on strategic issues as well as problem solve around tactical issues, with a focus on the personal barriers that might be limiting my success. The Board as a whole, as well as Board members individually, have been very helpful in supporting my growth and development. Members of my leadership team have also been instrumental in challenging and supporting me to grow, through direct feedback as well as teamwork.

During this most recent AF workshop, I was challenged to identify one growth goal that I truly want to change and that has been holding me back. What resonated most is this: *Regardless of fear or discomfort, be candid and direct, with special attention to matters of personal opinions and equity.* I feel that too often I hold back my opinions or assume that people know what I think. As a leader for children and for Navigator, I am committed to my continued growth so that I can be a better contributor to the success of Navigator Schools. Thank you for your support.

Kevin's Priorities and Time Allocation 2018-19

Priorities

1. Open WPS in August 2019 fully staffed, fully enrolled, with healthy financial outlook, and in suitable facilities.
 - a. Organize parents, lobby, and get votes
 - b. Maintain connection to WPS parents and continue outreach efforts
 - c. Continue to fundraise for WPS
 - d. Procure facilities
2. Talent and team
 - a. Strong management and coaching of all my direct reports so that we win on our 10 priorities:
 - i. James: Principal development, math, Wonderful Prep
 - ii. Sharon: Social Emotional Learning
 - iii. Kirsten: Watsonville Prep Charter approval, fundraising, then Salinas Prep greenlighting
 - iv. Melissa: All openings filled with high-quality staff with appropriate credentialing
 - v. Benjamin: VP of Ops & Culture and school offices are functioning seamlessly
 - vi. Ami: Budgets and finances are managed well
 - vii. Sean: High-quality staff support for Board
1. Raise money for growth
 - a. Hire development consultant by August 1, 2018.
 - b. Identify and cultivate 7 major donors
 - c. Develop and submit grant proposals
2. Board Development
 - a. Meet or conference call monthly with each board member
 - b. Provide monthly updates to NS Board
3. Long-Term Facilities for Hollister Prep
 - a. Create detailed project plan with a facilities task force
 - b. Develop and implement architect selection process
 - c. Collaborate with HSD
 - i. By June 1, 2019, a long-term in-lieu-of Prop 39 deal will be agreed upon between Navigator and Hollister School District for HPS to be located in new buildings on the existing HPS footprint
 - ii. Preliminary building plans with cost estimates and a financial plan will be prepared for NS Board consideration by June 1
4. Get Greenlight for Pathway to Salinas
 - a. Organize and implement community outreach effort in Salinas
 - b. Engage political processes in Salinas and Monterey County Office of Ed.
 - c. Conduct facility research and have two viable facility options by May 1, 2019
5. Other
 - a. Collaborate with James, Heather, and Caitrin regarding scaling initiative

Time allocation (what am I doing specifically) Get clear on my role regarding these.

| | | |
|-----|------------------------------|---|
| 10% | Growth | <ul style="list-style-type: none"> Charter approval for Salinas Prep School <ul style="list-style-type: none"> Develop high level relationships in new communities (superintendent, district staff) Drive high performance of community outreach team (Salinas and Watsonville) |
| 20% | Development | <ul style="list-style-type: none"> Meet WPS Year 0 and Year 1 fundraising goals <p>Refine and implement fundraising strategy with a team approach</p> <ul style="list-style-type: none"> Drive high performance of the team Regularly follow up and cultivate current and potential donors Conduct active outreach to develop new donor relationships |
| 10% | Board Development | <ul style="list-style-type: none"> Grow to a board of nine members Develop four fully functioning committees Add at least one non-board member to each committee Drive high performance in the team <ul style="list-style-type: none"> Provide high-quality materials to Board members one week before board meetings |
| 10% | Facilities | <ul style="list-style-type: none"> Solidify short and medium-range facility plans for WPS Long-term plans for Hollister Prep Preliminary research on Salinas Prep |
| 35% | Team management and strategy | <ul style="list-style-type: none"> Implement consistent performance management processes that align to priorities <ul style="list-style-type: none"> One-on-One with focus, Two-by-two, step-back, quarterly eval Weekly, monthly, and quarterly team meetings are strong, consistent, and build on one another with consistent follow up and follow through |
| 5% | Visible Leadership | <ul style="list-style-type: none"> Visit each campus weekly Monthly classroom visits Monthly Support Office updates to Schools Skip-level meetings |
| 5% | Learning agenda | <ul style="list-style-type: none"> Excellent participation in AF Charter Accelerator Network Reserve reflection time weekly to make continued progress |
| 5% | Other work | <ul style="list-style-type: none"> Maintain current district relationships Help plan the scaling initiative |

Coversheet

Pinnacle Bank Account Revision

| | |
|--------------------------|-----------------------------------|
| Section: | II. Consent Agenda |
| Item: | A. Pinnacle Bank Account Revision |
| Purpose: | Vote |
| Submitted by: | |
| Related Material: | Pinnacle Bank Resolution.pdf |



RESOLUTION No. 2018-1

A RESOLUTION OF THE BOARD OF DIRECTORS of Navigator Schools regarding banking and check signing authority:

WHEREAS, the Board of Directors of Navigator Schools (a California Nonprofit Public Benefit Corporation) has established certain certificate of deposit; and

WHEREAS, the Corporation desires that Kevin Sved, as its Chief Executive Officer, has all necessary and appropriate authorities to conduct the financial business of the Corporation; and

WHEREAS, the Corporation has in effect a policy on who may authorize withdrawals or sign checks written from Pinnacle Bank;

NOW, THEREFORE BE IT RESOLVED THAT:

Board of Directors of the Navigator Schools hereby authorizes Kevin Sved, the Chief Executive Officer of the Navigator Schools to sign checks on the bank account of the Corporation in amounts up to \$10,000, execute documents prepared by Pinnacle Bank to affect the signature authorization, and take other actions necessary to conduct the financial business of the Corporation consistent with adopted policies; and

Board of Directors of Navigator Schools hereby authorize the following signers to be removed from said certificate of deposit:

- Brett Mosher
- Dyane Alcantar

And, Board of Directors of Navigator Schools hereby authorizes the following school employees to sign checks on bank accounts in amounts up to \$10,000 and to be secondary signers on checks over \$10,000:

- James Dent, the Chief Academic Officer of Navigator Schools
- Melissa Alatorre, Director of Human Resources

DULY PASSED AND ADOPTED THIS 11th DAY OF September 2018.

Caitrin Wright
Board Chair
Navigator Schools, a California Nonprofit Public Benefit Corporation

Coversheet

SBAC Scores Presentation

| | |
|--------------------------|-----------------------------------|
| Section: | III. Topical Items |
| Item: | A. SBAC Scores Presentation |
| Purpose: | Discuss |
| Submitted by: | |
| Related Material: | SBAC Presentation Prelim 2018.pdf |



2017-18 Preliminary SBAC Results

Facts, Theories, and Actions

Highlights

- Middle School had solid scores despite backfilling enrollment and running a new model
- 7th grade math: Over 70% met or exceeded standard at both sites
- All 3rd-8th ELA classrooms: At least 80% met or exceeded standard
- K-5 ELA/Math: 70% met or exceeded standard for math and 80% met or exceeded standard for ELA
- 1 out of 10 SBAC-grade math teachers had taught that grade before. Seven were first year teachers.

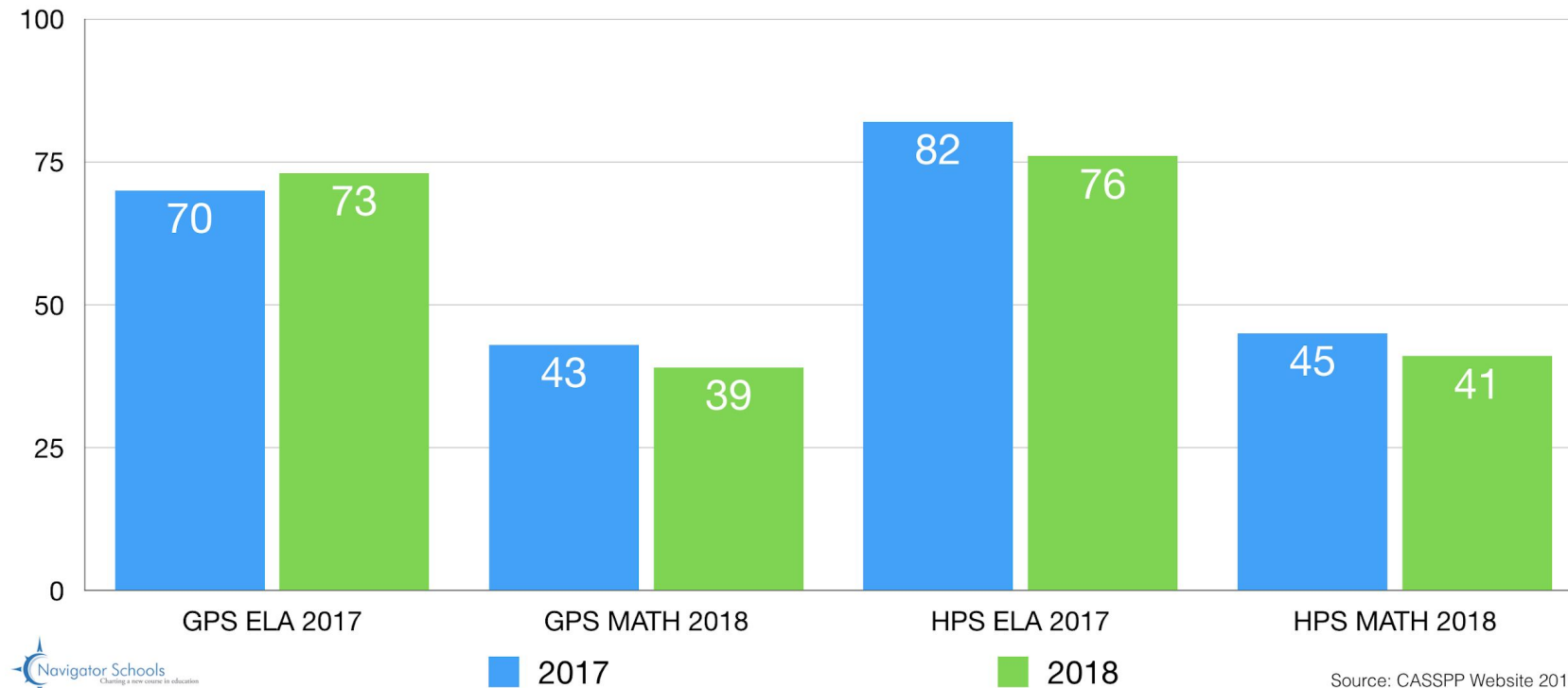
What did we learn?

- As predicted, math needs to be an area of focus to achieve into the 80's and eventually 90's.
- Internal achievement gaps at GPS have grown in math.
- After-school reading intervention was successful in moving several students to “met standard” for the first time.
- New math teachers need a new, more intensive form of coaching.
 - Three-way coaching is being implemented now.
- Student understanding of math is surface-level if we don't focus on math models.

Addressing math achievement

- Math program is a current priority
 - Focus on CRA (Concrete, Representational, Abstract) strategies
 - All classrooms have two intervention blocks weekly
 - Strong focus on math fluency...95% of students will hit annual goal!
- After-school program focus on math intervention
- Early efforts have paid off when comparing weekly math quizzes year to year
- Still have a relatively inexperienced math team so intensive coaching is occurring
 - In SBAC grades, 3/6 new to grade at GPS. At HPS, 3/5 new to grade level

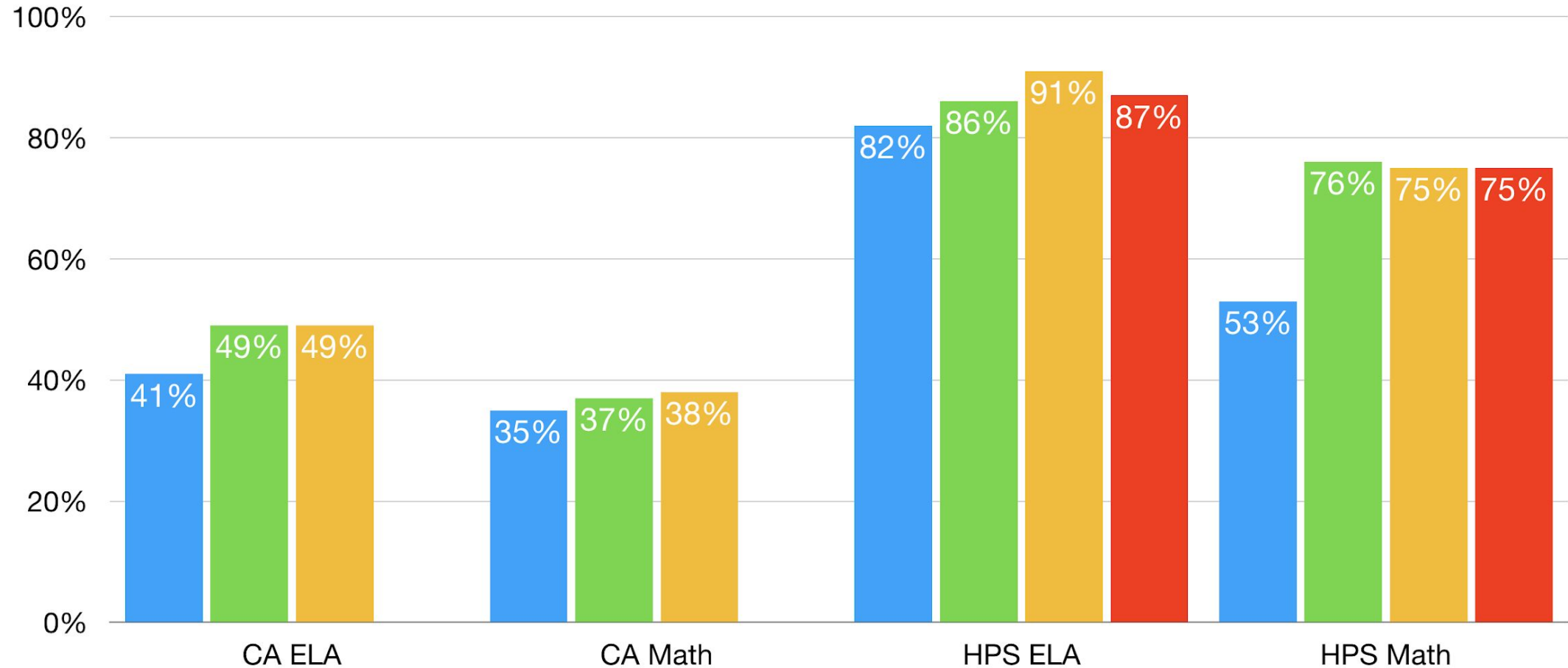
Navigator Distance from 3 (DF3)



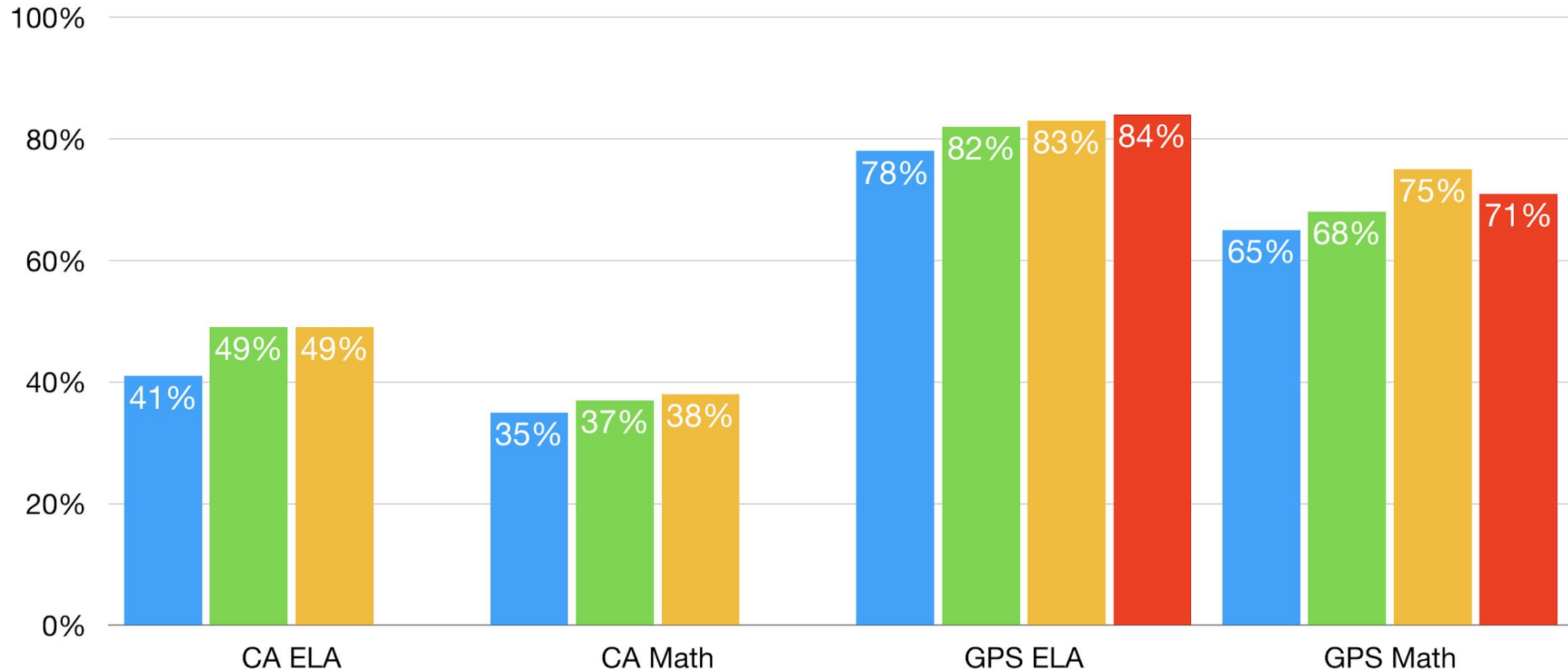
At the January 2017 SBE meeting, the SBE approved the "Distance from Level 3 (DF3)" methodology which measures how far (or the distance) each student is from the Level 3 (i.e., Standard Met) Smarter Balanced performance level. Each students' score is compared to Level 3, and all distance results are then averaged to produce a school- and student-group-level average scale score. The results will show, on average, the needed improvement to bring the average student score to Level 3 or the extent to which the average student score meets or exceeds Level 3.

Using scale scores, rather than a percentage of students performing at or above Standard Met, provides a more comprehensive picture of how all students at the school are performing on the Smarter Balanced assessments.

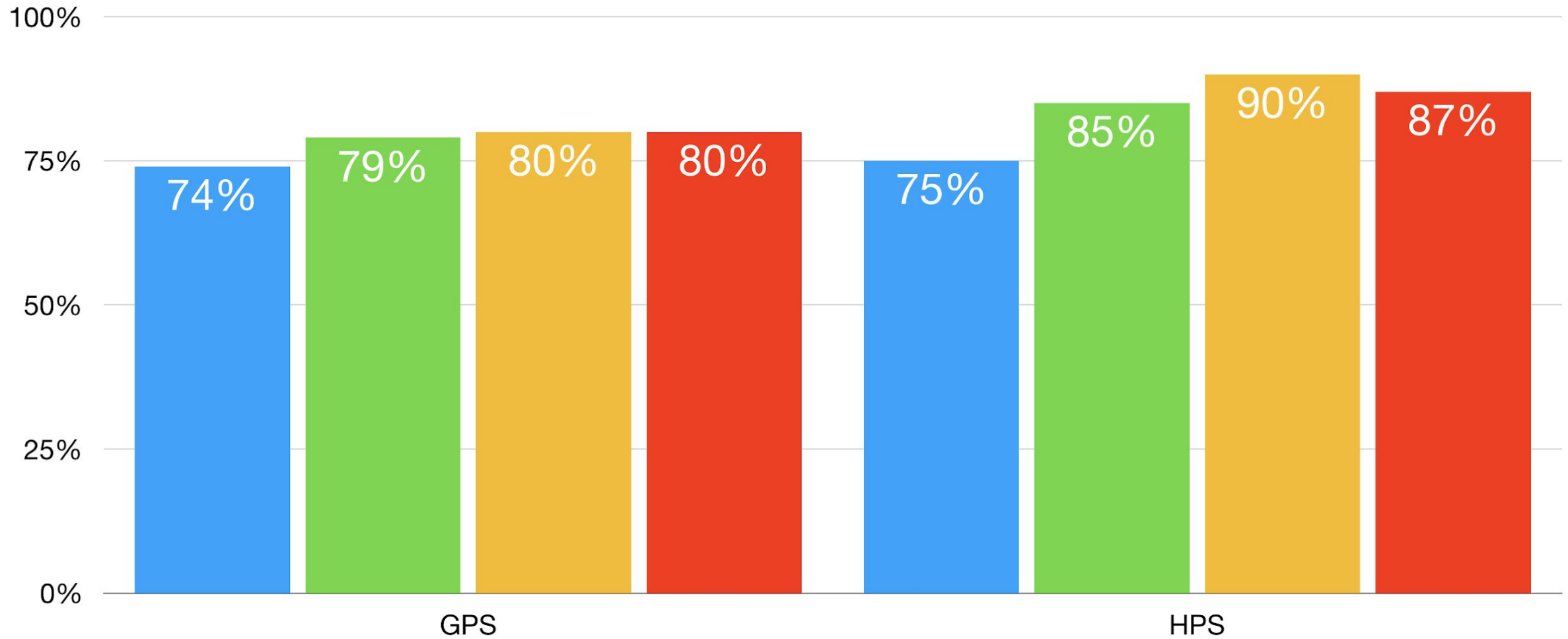
Hollister Prep SBAC Proficiency Growth



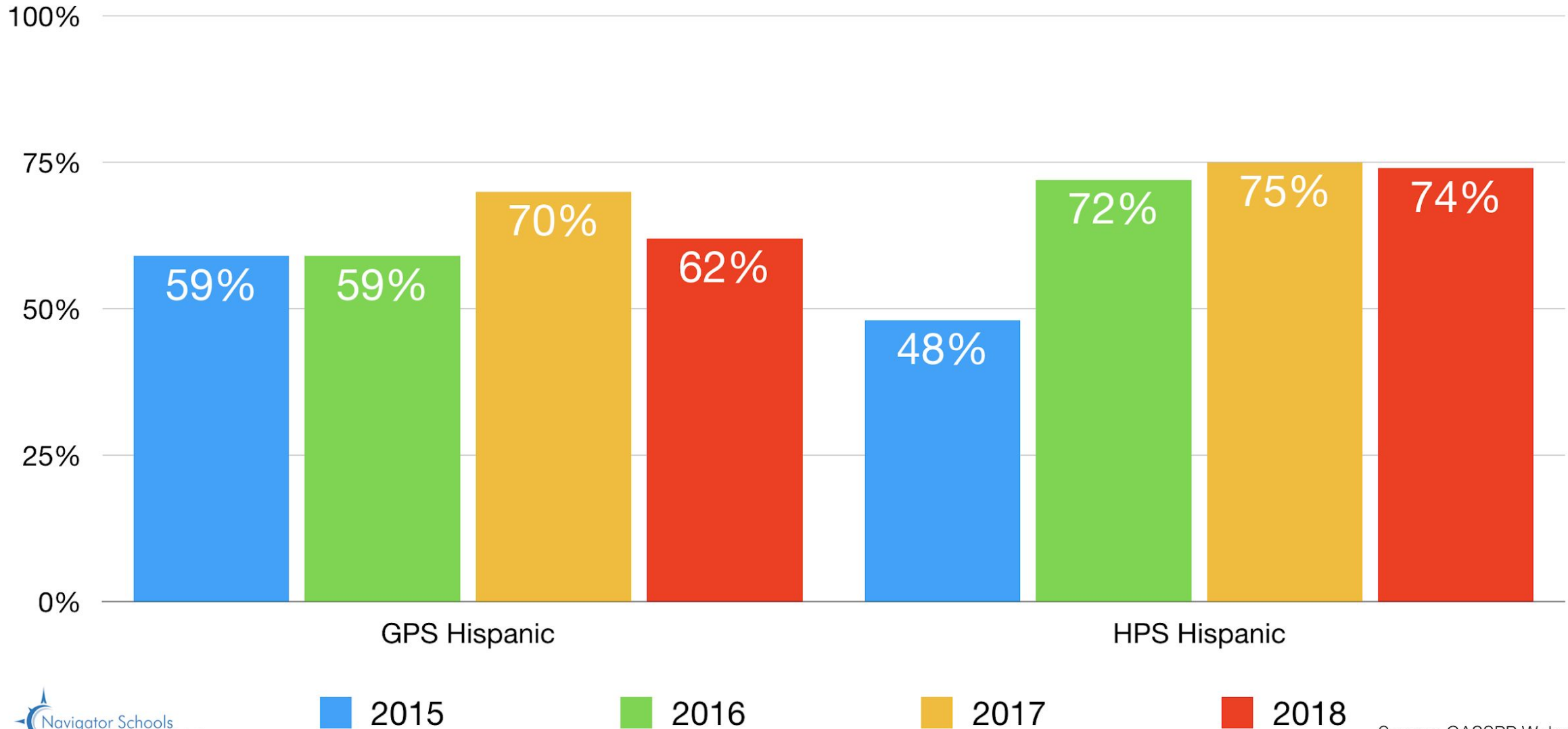
Gilroy Prep SBAC Proficiency Growth



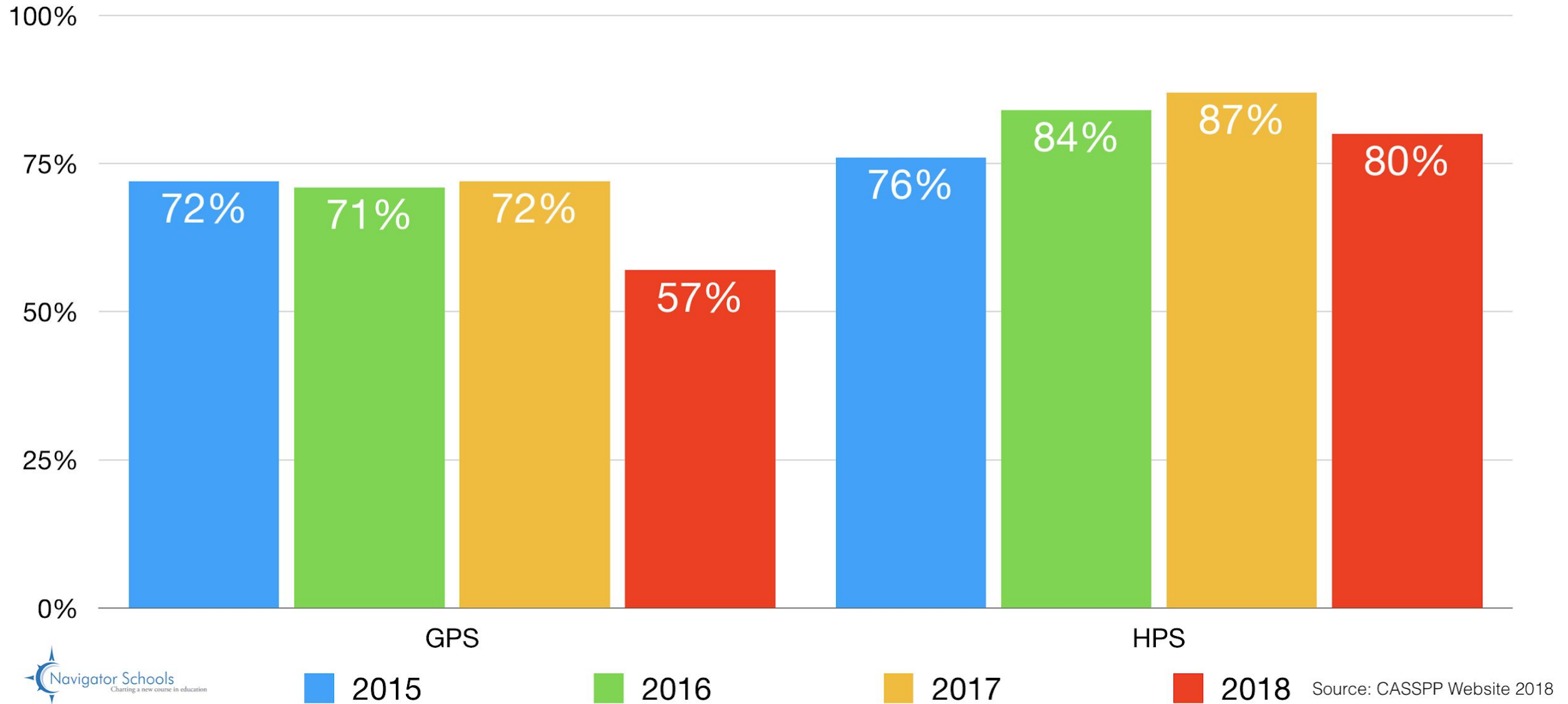
2017-18 SBAC Growth Hispanic / Latino ELA



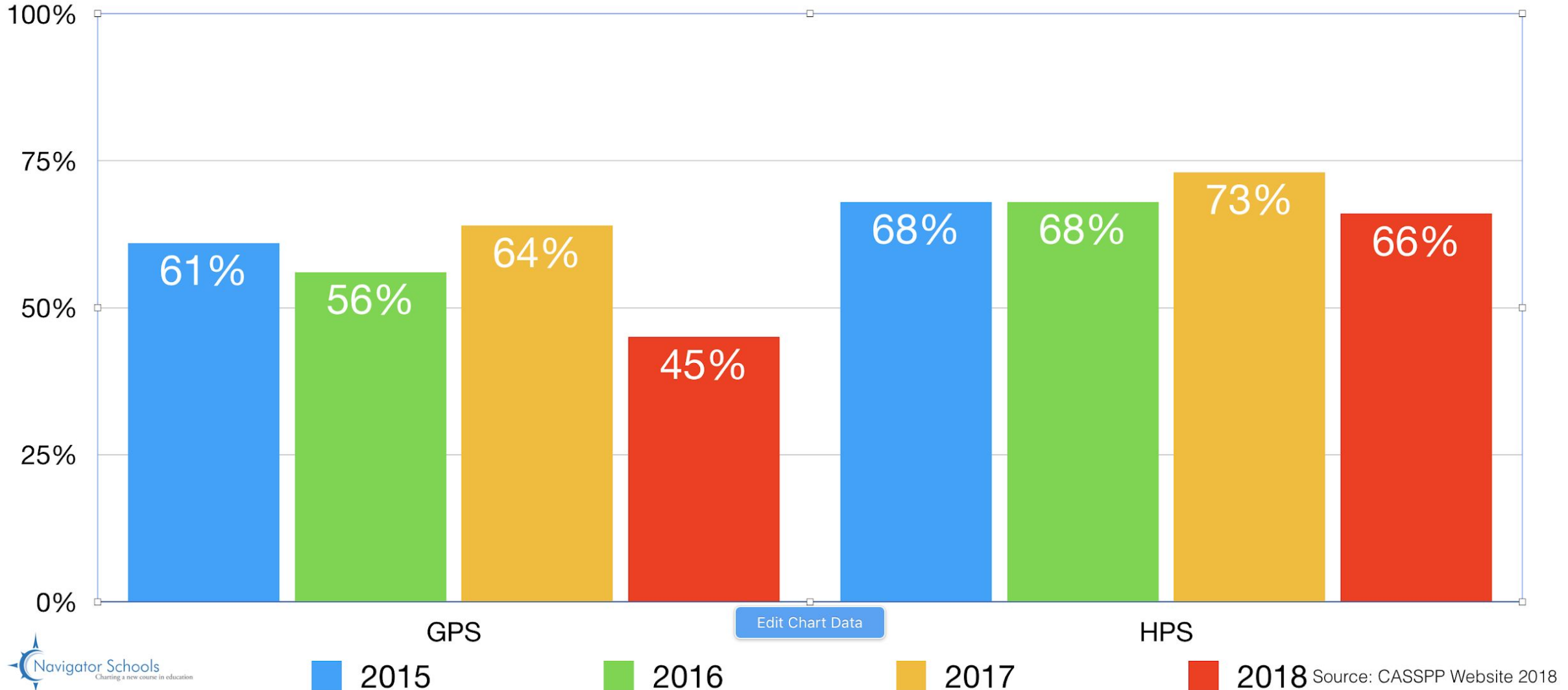
2017-18 SBAC Growth Hispanic/Latino Math



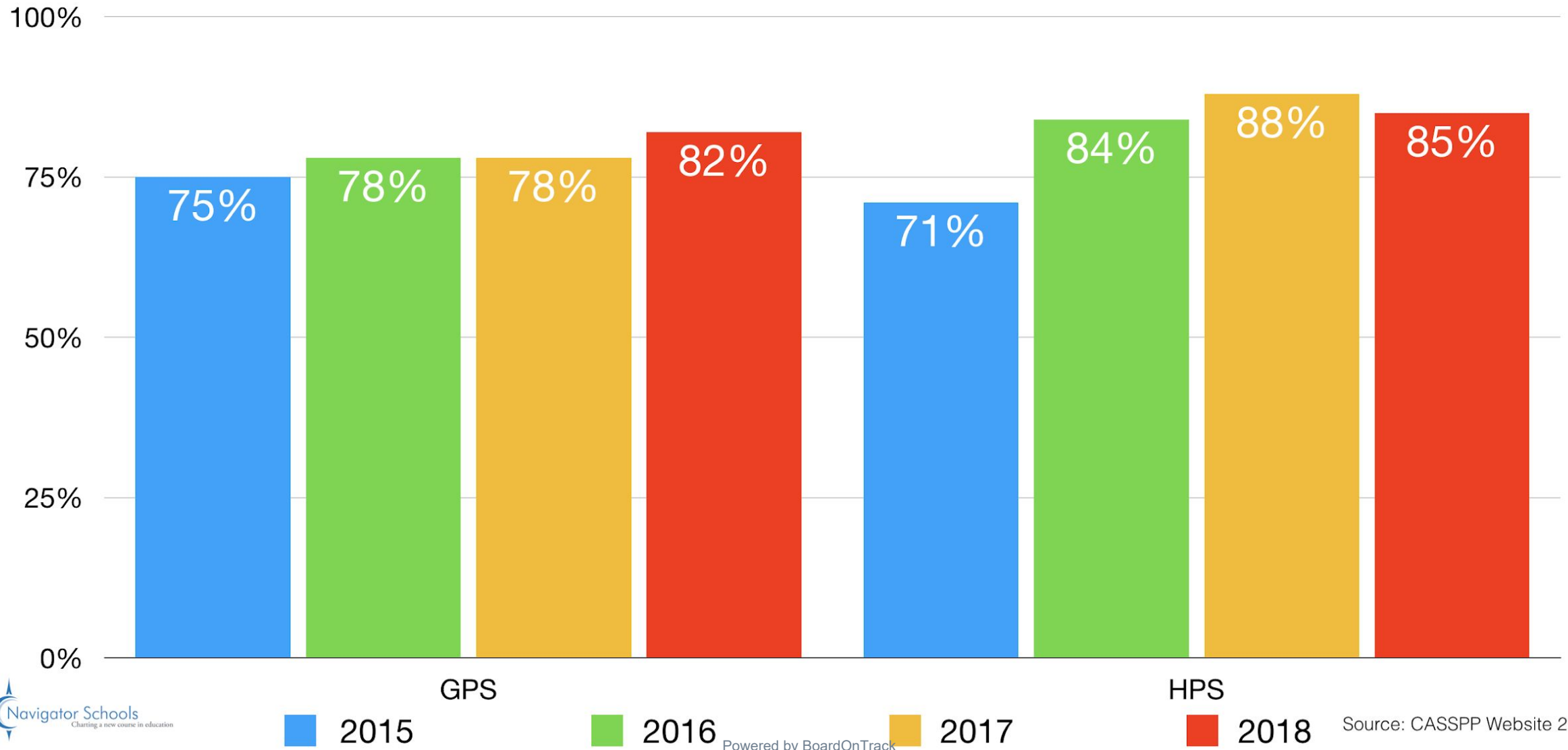
2017-18 SBAC Growth English Language Learners ELA



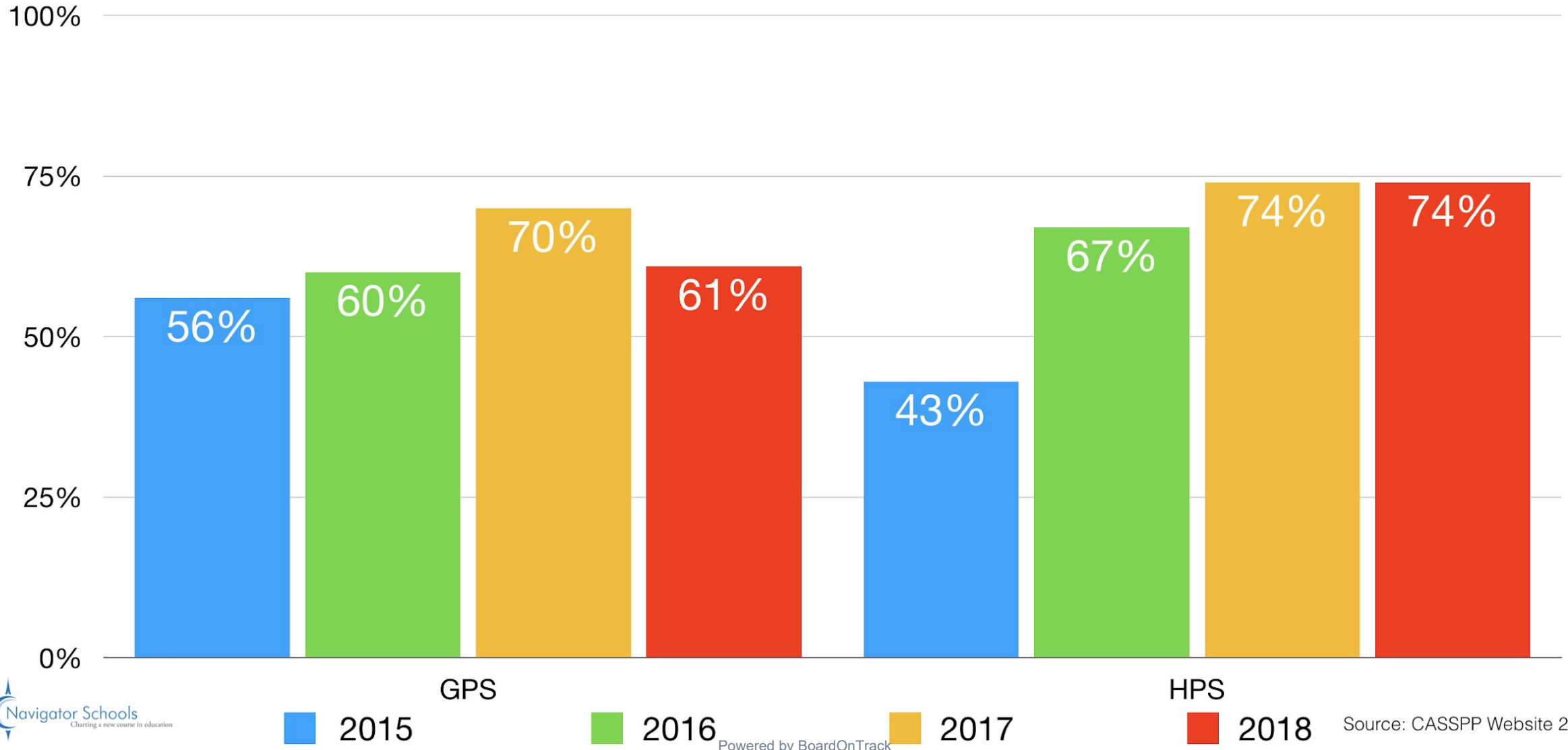
2017-18 SBAC Growth English Language Learners Math



2017-18 SBAC Growth Economically Disadvantage ELA



2017-18 SBAC Growth Economically Disadvantage Math



Coversheet

Watsonville Prep School Charter Petition Update

| | |
|--------------------------|--|
| Section: | III. Topical Items |
| Item: | B. Watsonville Prep School Charter Petition Update |
| Purpose: | Discuss |
| Submitted by: | |
| Related Material: | Watsonville Prep School Update 092418.pdf |



Date: September 24, 2018

To: Navigator Schools Board of Directors

From: Kirsten Carr

Re: Watsonville Prep School

Navigator continues to prepare for the charter appeal to the State Board of Education. Below is an update on activities since the last board meeting.

1. Staff attended the State Board of Education (SBE) meeting on September 7. Key takeaways included the importance of having a strong presence from parents and school community at the SBE and the importance of obtaining a staff recommendation for approval.
2. In conjunction with CCSA & YMC, staff has been creating the appeal submission package which is due October 1st.
3. Facilities work is being led by Kevin and he'll report on that separately.
4. Staff is working on outreach efforts and presentations to Advisory Committee on Charter Schools (ACCS) & SBE (ACCS - December 13, SBE - January 9 & 10)
 - a. Kevin met with Dr. Michael Watkins, Superintendent of Santa Cruz County Office of Education
 - b. Robert Rivas, candidate for State Assembly toured GPS
 - c. Staff has reserved hotel rooms for WPS parent leaders in January & has reserved transportation from Watsonville to Sacramento. Parents, staff, and supporters will all be wearing the blue WPS t-shirts.
 - d. Staff is contacting every parent who submitted an Intent to Enroll form to ensure correct information, gauge continued interest, and share next steps
 - e. Staff is organizing a thank you dinner/brunch for October for parent leaders

Coversheet

Facilities Overview and Key Issues

| | |
|--------------------------|---------------------------------------|
| Section: | III. Topical Items |
| Item: | C. Facilities Overview and Key Issues |
| Purpose: | Discuss |
| Submitted by: | |
| Related Material: | Facilities Overview 092518v2.pdf |



Facilities Overview & Key Issues

Presented by Elizabeth Sanborn Falcon, Benchmark Realty Advisors; and
Kevin Sved, CEO, Navigator Schools



Objective

The NS Board of Directors will need to become more sophisticated with facilities issues to meet the long-term needs of our students. For new charters like WPS, it is also unlikely that the district will provide a high-quality short-term option through Prop 39. This presentation and dialogue will help develop a stronger understanding of NS facility needs and related issues, and the Board's role in meeting these needs.



Elizabeth Sanborn Falcon: Background

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.



School Facilities: Four Major Areas

1. Site Selection and Control
2. Governmental Approvals
3. Financing
4. Construction



Site Selection and Control

1. Determine Requirements
 - Acreage, building square footage, location
2. Locate site
 - Availability, zoning, educational occupancy and retrofit
3. Site control
 - Issues include length of contingency period and required deposits

Board Decisions: Approval of site and related agreements

Governmental Approvals

1. Planning Approvals

- Private site requires Conditional Use Permit (CUP)
- CEQA requirements (CA Environmental Quality Act)

2. Building Approvals

- Division of State Architect (DSA) vs. Municipality

3. Challenges: Cost and Timing

- CEQA, CUP, design costs and approvals

Board Decisions: Approval of architectural and other consulting contracts



Financing: Long-term Facilities

Challenges related to small initial enrollment.

Potential Solutions:

1. Outside entity takes ownership and holds title until full enrollment allows school to carry debt (PCSD or similar)
2. Private Development - Construction costs built into long-term lease costs
3. Philanthropic Support - Funders pay for facilities costs

Board Decisions: Approval of financial plans and related agreements



Construction: Long-term Facilities

1. Vacant land with plan to develop site with modular and/or stick build
2. Refurbishment of existing

Board Decisions: Approval of plans and contracts



Legal and Organizational Risks

Financial loss

- Deposits lost if contingency not met
- Architect / consultant fees expended, but plans not approved
- Lack of enrollment to support financial model
- Cost overruns
- Lower funding of SB 740 charter facilities program



Legal and Organizational Risks

Program Delivery Risks

- Poor facilities add difficulty to quality program delivery
- Prop 39 solution can challenge families for transportation
- Construction projects can disrupt educational program

Legal risks

- Construction has inherent risks; insurance helps mitigate
- Must ensure all inspections completed and approved before occupancy

Short-Term Strategy: Watsonville Prep

1) Existing Facility with Educational Occupancy

- Current church with available classrooms

2) Renovated Facility with Minimal Work

- Existing space with suitable exiting, bathrooms, and zoning

3) Land with Leased Portables

- Timing is tight for approvals but there is a possibility to have a potential long-term site developed for Year 1.

- Temporary vacant site with existing utility infrastructure.

4) Prop 39: NS will be applying for this



Questions, Comments, Discussion

Coversheet

Finance Report

| | |
|--------------------------|---|
| Section: | III. Topical Items |
| Item: | D. Finance Report |
| Purpose: | Discuss |
| Submitted by: | |
| Related Material: | Unaudited Actuals 063018.pdf Finance Com Mins 091118.pdf |



2017-18 Financial Report Narrative
Unaudited Actuals as of September 2018
Board of Directors Meeting

2017-18 Net Income

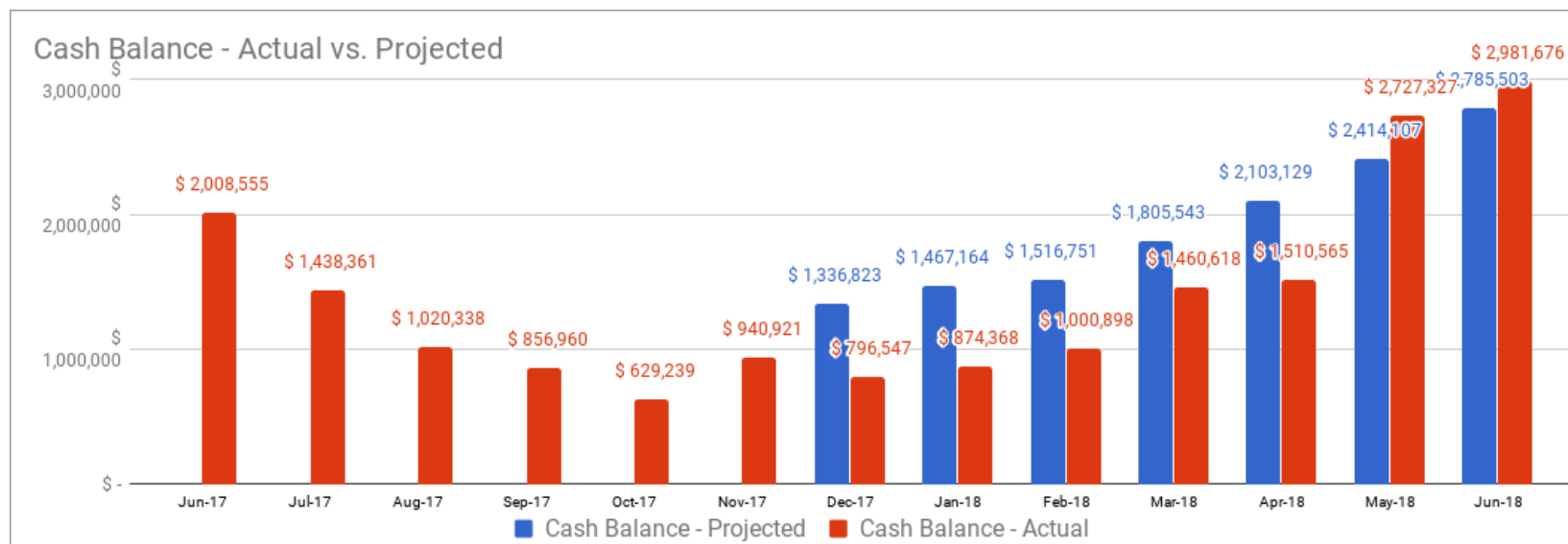
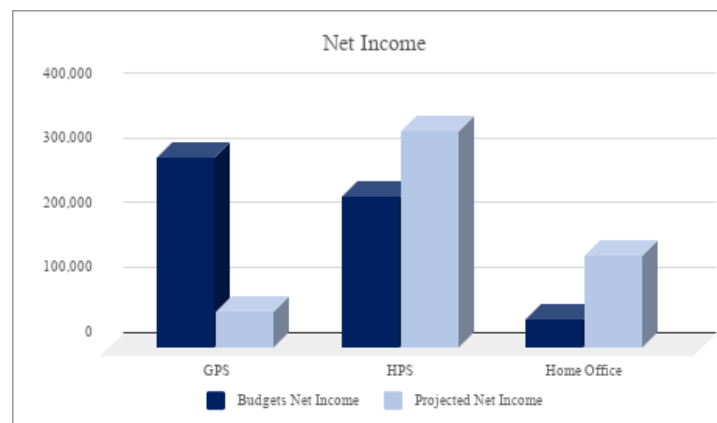
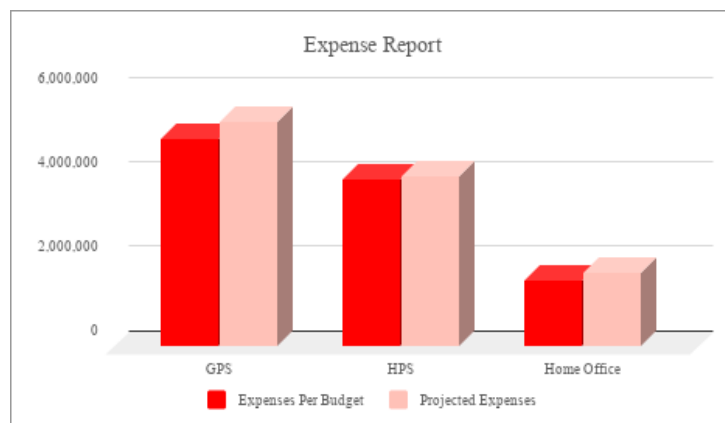
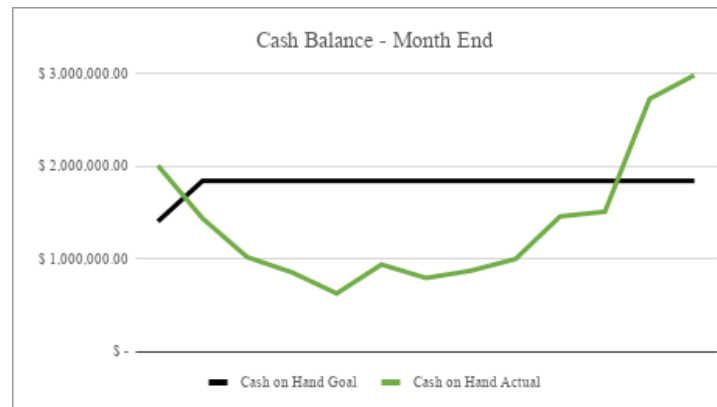
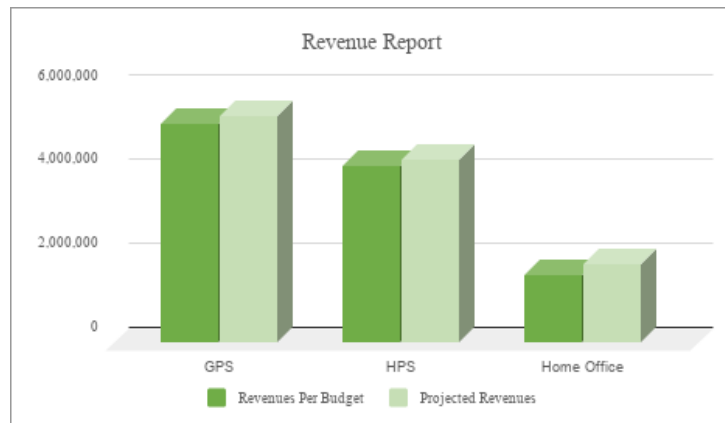
| | <u>Unaudited Actuals</u> | <u>Orig Bd Rpt</u> |
|----------------|--------------------------|--------------------|
| CMO | \$143K | \$42k |
| Gilroy Prep | \$56k | \$294k |
| Hollister Prep | <u>\$334k</u> | <u>\$235k</u> |
| Total | \$532k | \$571k |

- CMO projected net income variance highlights
 - \$270k favorable variance from adding to the private fundraising total.
 - \$22k favorable variance for CMO fees charged to HPS and GPS.
 - \$91k unfavorable variance from unbudgeted additional staff salaries.
 - \$41k unfavorable variance from benefits and taxes being under budgeted.
 - \$31k unfavorable variance from various supplies
 - \$24k unfavorable variance for travel and professional development
 - \$9k unfavorable variance from legal fees going over budget due to WPS petition and appeal.
- Gilroy Prep projected net income variance highlights
 - \$62k favorable variance from one-time mandated cost revenue not budgeted.
 - \$100k favorable variance for elimination of contingency expenses due to the process that has begun to prioritize needs that were not budgeted for.
 - \$283k unfavorable variance in salaries from being under-budgeted in original budget and staffing needs for additional staff to meet the needs of SPED students.
 - \$57k unfavorable variance in benefits & taxes from the additional staff added.
 - \$79k unfavorable variance for Books & Supplies from anticipated technology expenses that were budgeted for the 2016-17 year but, due to late arrival of product, had to be recorded in 2017-18 and for technology needs for the additional staff not originally budgeted for.
 - \$39k unfavorable variance in repair and maintenance due to GPS needing various unplanned repairs.
 - \$13k unfavorable variance for professional development.
 - \$15k unfavorable variance for special education consultants due to having to contract out counseling to cover staff that was on leave.
 - \$13k unfavorable variance in sports due to new athletic equipment and uniforms being purchased and paying stipends to coaches.

- \$16k unfavorable variance for communications-internet due to moving from a coax connection to a fiber connection which was not originally budgeted.
- Hollister Prep projected net income variance highlights
 - \$17k favorable variance in LCFF entitlement due to slight changes in the per ADA revenue and a small favorable variance in the ADA percentage (attendance rate).
 - \$20k favorable variance for Federal revenue coming in higher than budgeted.
 - \$46k favorable variance from one-time mandated cost revenue not budgeted.
 - \$13k favorable variance for State lottery revenue coming higher than budgeted.
 - \$24k favorable variance for additional fundraising.
 - \$24k favorable variance for professional development being lower than what was budgeted.
 - \$31k favorable variance for utilities billed from HUSD coming in lower than what was budgeted.
 - \$51k favorable variance from one-time mandated cost not budgeted.
 - \$50k favorable variance for elimination of contingency expenses due to the process that has begun to prioritize needs that were not budgeted for.
 - \$98k unfavorable variance in salaries and benefits largely due to the addition of Teachers in Training to cover multiple teacher maternity leaves.
 - \$12k unfavorable variance in repairs and maintenance due to unplanned repairs.
 - \$15k unfavorable variance for special education consultants due to having to contract out counseling to cover staff that was on leave.
 - \$12k unfavorable variance for communications-internet due to moving from a coax connection to a fiber connection which was not originally budgeted.

Navigator Schools
Consolidated Balance Sheet Comparison
As of September 2018

| | Actual <u>6/30/2016</u> | Actual <u>6/30/2017</u> | Actual <u>6/30/2018</u> |
|---|----------------------------|----------------------------|----------------------------|
| Cash | 1,884,454 | 2,008,555 | 2,981,676 |
| Accounts Receivable | 767,909 | 1,126,497 | 778,897 |
| Prepaid Expense | 72,379 | 209,415 | 212,443 |
| Fixed Assets, net of depreciation | 188,935 | 312,895 | 324,446 |
| Other Assets | | | 2,915 |
| Total Assets | 2,913,677 | 3,657,361 | 4,300,377 |
| Accrued Liabilities | 319,149 | 657,592 | 830,880 |
| CDE Loan Payable | 125,000 | 62,500 | 0 |
| Total Liabilities | 444,149 | 720,092 | 830,880 |
| Beginning Fund Balance | 1,790,843 | 2,469,528 | 2,937,269 |
| Net Income | 678,685 | 467,741 | 532,228 |
| Ending Fund Balance | 2,469,528 | 2,937,269 | 3,469,497 |
| Total Liabilities & Fund Balance | 2,913,677 | 3,657,361 | 4,300,377 |



Navigator Schools - 2017-18 Unaudited Actuals Comparison to 2016-17 Actuals
As of September 2018

| Income Statement - Combined <i>CMO/GPS/HPS</i> | 2017-18 Original <u>Budget</u> | 2017-18 Unaudited Actuals | 2016-17 Audited <u>Actuals</u> |
|---|--------------------------------------|--|--------------------------------------|
| Revenue | 10,991,368 | 11,593,988 | 9,860,508 |
| Expenses | 10,420,391 | 11,061,760 | 9,392,768 |
| Net Income - GAAP basis (audit) | 570,977 | 532,228 | 467,740 |
| Less Capital Outlay | (157,550) | (64,816) | (190,113) |
| Revenue less expenses & capital outlay | 413,427 | 467,412 | 277,627 |

| | <u>2017-18</u> | <u>2017-18</u> | <u>2016-17</u> |
|--|------------------|-------------------------|------------------|
| Beginning Fund Balance | 3,136,443 | 2,937,268 | 2,469,528 |
| Net Income - GAAP basis (audit) | 570,977 | 532,228 | 467,740 |
| Ending Fund Balance | <u>3,707,420</u> | <u>3,469,496</u> | <u>2,937,268</u> |

| | | | |
|----------------------------------|-------|---------------|--------|
| Revenues/Student * | 9,939 | 10,544 | 10,254 |
| Expenses/Student * | 9,344 | 9,989 | 9,697 |
| Fund Balance/Student at Year End | 3,862 | 3,614 | 3,497 |

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

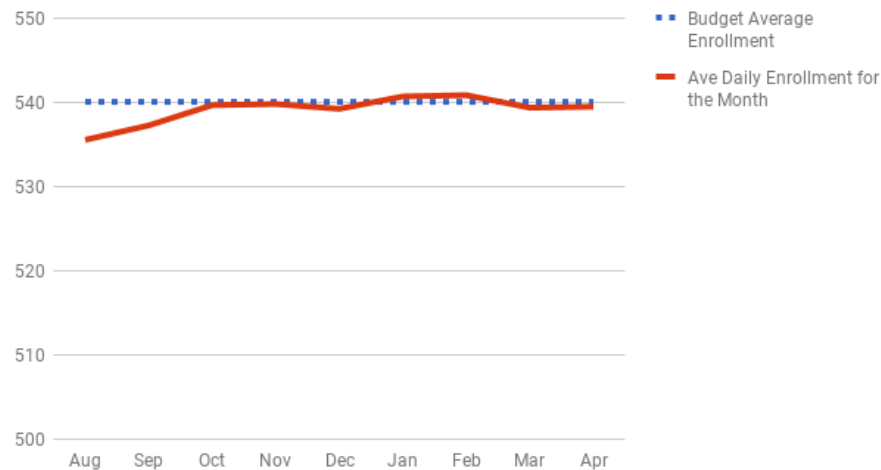
Navigator Schools - 2017-18 Budget vs. Unaudited Actuals

As of September 2018

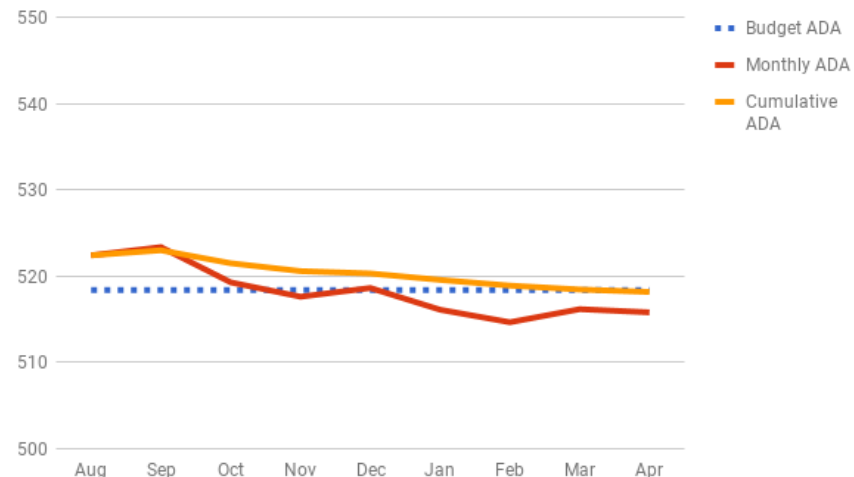
Summary Level

| | Total 2017-18 Original Budget | Total 2017-18 Unaudited Actuals | Variance Budget vs Actual | Variance as a % | GPS 2017-18 Original Budget | GPS 2017-18 Unaudited Actuals | Variance Budget vs Actual | Variance as a % | HPS 2017-18 Original Budget | HPS 2017-18 Unaudited Actuals | Variance Budget vs Actual | Variance as a % | CMO 2017-18 Original Budget | CMO 2017-18 Unaudited Actuals | Variance Budget vs Actual | Variance as a % |
|---|--|--|------------------------------|--------------------|--------------------------------------|--|------------------------------|--------------------|--------------------------------------|--|------------------------------|--------------------|--------------------------------------|--|------------------------------|--------------------|
| Enrollment | 960 | 960 | | | 540 | 539 | | | 420 | 421 | | | | | | |
| REVENUE: | | | | | | | | | | | | | | | | |
| LCFF Revenue | 8,055,232 | 8,077,624 | 22,392 | 0.28% | 4,377,511 | 4,382,709 | 5,198 | 0.12% | 3,677,721 | 3,694,915 | 17,194 | 0.47% | 0 | 0 | 0 | |
| Federal Revenue | 403,203 | 463,188 | 59,985 | 14.88% | 270,757 | 295,457 | 24,700 | 9.12% | 132,446 | 167,731 | 35,285 | 26.64% | 0 | 0 | 0 | |
| Other State Revenue | 771,475 | 974,565 | 203,090 | 26.32% | 441,906 | 571,037 | 129,131 | 29.22% | 329,569 | 403,528 | 73,959 | 22.44% | 0 | 0 | 0 | |
| Donations & Grants | 156,885 | 471,025 | 314,140 | 200.24% | 16,885 | 36,966 | 20,081 | 118.93% | 10,000 | 33,963 | 23,963 | 239.63% | 130,000 | 400,096 | 270,096 | 207.77% |
| Other Revenue | 154,631 | 135,613 | (19,018) | -12.30% | 104,744 | 88,084 | (16,660) | -15.91% | 49,887 | 45,746 | (4,141) | -8.30% | 0 | 1,783 | 1,783 | |
| CMO Management Fees | 1,449,942 | 1,471,973 | 22,031 | 1.52% | | | | | | | | | 1,449,942 | 1,471,973 | 22,031 | 1.52% |
| REVENUE | 10,991,368 | 11,593,988 | 602,620 | 5.48% | 5,211,803 | 5,374,253 | 162,450 | 3.12% | 4,199,623 | 4,345,883 | 146,260 | 3.48% | 1,579,942 | 1,873,852 | 293,910 | 18.60% |
| EXPENDITURES: | | | | | | | | | | | | | | | | |
| Salaries | 5,166,066 | 5,705,884 | 539,818 | 10.45% | 2,301,008 | 2,583,805 | 282,797 | 12.29% | 1,831,375 | 1,997,012 | 165,637 | 9.04% | 1,033,683 | 1,125,067 | 91,384 | 8.84% |
| Benefits & Taxes | 1,368,284 | 1,397,777 | 29,493 | 2.16% | 639,244 | 696,218 | 56,974 | 8.91% | 529,291 | 461,261 | (68,030) | -12.85% | 199,749 | 240,298 | 40,549 | 20.30% |
| Books & Supplies | 829,728 | 967,834 | 138,106 | 16.64% | 485,740 | 583,590 | 97,850 | 20.14% | 290,216 | 299,799 | 9,583 | 3.30% | 53,772 | 84,445 | 30,673 | 57.04% |
| Services & Other Operating Expense | 1,380,571 | 1,465,027 | 84,456 | 6.12% | 553,777 | 629,114 | 75,337 | 13.60% | 576,515 | 554,377 | (22,138) | -3.84% | 250,279 | 281,536 | 31,257 | 12.49% |
| CMO Management Fees | 1,449,942 | 1,471,973 | 22,031 | 1.52% | 787,952 | 788,888 | 936 | 0.12% | 661,990 | 683,085 | 21,095 | 3.19% | | | | |
| Contingency Expenses | 150,000 | 0 | (150,000) | -100.00% | 100,000 | 0 | (100,000) | -100.00% | 50,000 | 0 | (50,000) | -100.00% | 0 | 0 | 0 | |
| Capital Outlay | 157,550 | 64,816 | (92,734) | -58.86% | 101,025 | 64,816 | (36,209) | -35.84% | 56,525 | 0 | (56,525) | -100.00% | 0 | 0 | 0 | |
| EXPENDITURES | 10,502,141 | 11,073,311 | 571,170 | 5.44% | 4,968,746 | 5,346,431 | 377,685 | 7.60% | 3,995,912 | 3,995,534 | (378) | -0.01% | 1,537,483 | 1,731,346 | 193,863 | 12.61% |
| | | 0 | | | | | | | | | | | | | | |
| REVENUE LESS EXPENDITURES | 489,227 | 520,677 | 31,450 | 6.43% | 243,057 | 27,822 | (215,235) | -88.55% | 203,711 | 350,349 | 146,638 | 71.98% | 42,459 | 142,506 | 100,047 | 235.63% |
| GAAP Adjustments: | | | | | | | | | | | | | | | | |
| Revenue Less Expenditures | 489,227 | 520,677 | 31,450 | 6.43% | 243,057 | 27,822 | (215,235) | -88.55% | 203,711 | 350,349 | 146,638 | 71.98% | 42,459 | 142,506 | 100,047 | 235.63% |
| Add back Capita Outlay to Net income | 157,550 | 64,816 | (92,734) | -58.86% | 101,025 | 64,816 | (36,209) | -35.84% | 56,525 | 0 | (56,525) | -100.00% | 0 | 0 | 0 | |
| Subtract Depreciation Expense | (75,800) | (53,265) | 22,535 | -29.73% | (50,362) | (37,112) | 13,250 | -26.31% | (25,438) | (16,153) | 9,285 | -36.50% | 0 | 0 | 0 | |
| Net Income - GAAP Basis 2017-18 | 570,977 | 532,228 | (38,749) | -6.79% | 293,720 | 55,526 | (238,194) | -81.10% | 234,798 | 334,196 | 99,398 | 42.33% | 42,459 | 142,506 | 100,047 | 235.63% |
| Beginning Net Assets @ 6/30/17 (latest projecti | 3,136,443 | 2,937,269 | (199,174) | -6.35% | 1,642,303 | 1,478,654 | (163,649) | -9.96% | 1,324,788 | 1,306,504 | (18,284) | -1.38% | 169,352 | 152,111 | (17,241) | -10.18% |
| Net Income - GAAP Basis 2017-18 | 570,977 | 532,228 | (38,749) | -6.79% | 293,720 | 55,526 | (238,194) | -81.10% | 234,798 | 334,196 | 99,398 | 42.33% | 42,459 | 142,506 | 100,047 | 235.63% |
| Ending Net Assets @ 6/30/18 | 3,707,420 | 3,469,497 | (237,923) | -6.42% | 1,936,023 | 1,534,180 | (401,842) | -20.76% | 1,559,586 | 1,640,700 | 81,114 | 5.20% | 211,811 | 294,617 | 82,806 | 39.09% |

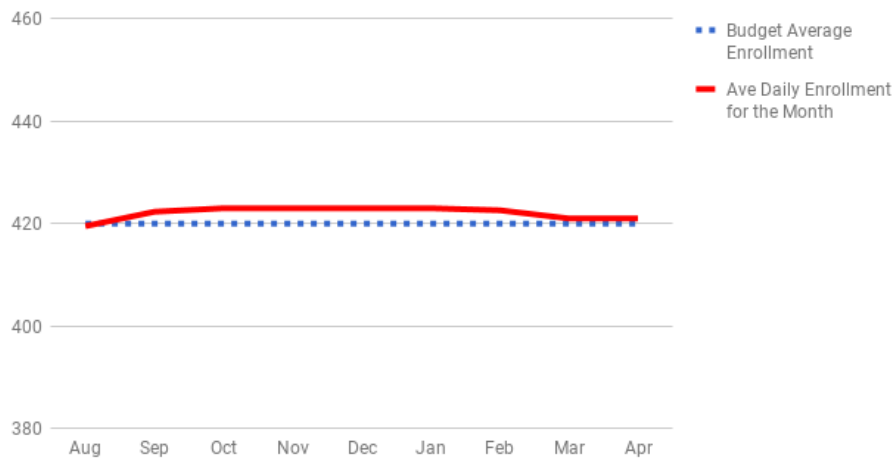
GPS Enrollment



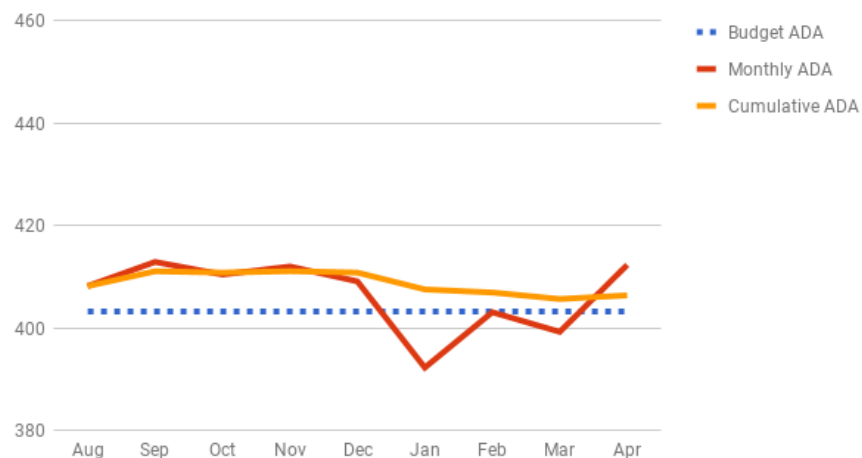
GPS ADA



HPS Enrollment



HPS ADA



Navigator Schools - Financial Data

| <u>Attendance and Enrollment Data</u> | <u>Total</u> | <u>GPS</u> | <u>HPS</u> |
|---------------------------------------|--------------|------------|------------|
| 2017-18 ADA - Approved Budget | 921.6 | 518.4 | 403.2 |
| 2017-18 ADA thru 6/30/2018 | 925.0 | 518.4 | 406.6 |
| 2017-18 ADA % thru 6/30/2018 | 96.2% | 96.1% | 96.4% |
| | | | |
| 2017-18 Enrollment - Approved Budget | 960.0 | 540.0 | 420.0 |
| 2017-18 Ave Enrollment thru 6/30/2018 | 961.1 | 539.2 | 421.9 |
| Enrollment as of 6/30/2018 | 960.0 | 539.0 | 421.0 |

| | <u>Actual</u> |
|--|---------------|
| Cash balance as of 6/30/2018 | 2,981,676 |
| Annual Budgeted Expenditures (not including CMO Mgmt Fees) | 9,052,199 |
| Number of Months Cash on Hand | 3.95 |

DRAFT



Navigator Schools

Minutes

Finance Committee

Date and Time

Tuesday September 11, 2018 at 4:00 PM

Location

Navigator Schools, Support Office, 650 San Benito Street, 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

Committee Members Left Early

C. Wright

Guests Present

A. Ortiz, Bryan Adams, K. Sved (remote), S. Martin (remote)

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

J. Montgomery called a meeting of the Finance committee of Navigator Schools to order on Tuesday Sep 11, 2018 @ 4:05 PM at Navigator Schools, Support Office, 650 San Benito Street, Hollister, CA 95023.

C. Approve Minutes

J. Montgomery suggested we be consistent with using first initial and last names in all minutes. C. Wright advised that she attended via teleconference during the last meeting and that should be amended in the minutes. Members also requested that Rosie Segura's attendance be researched.

C. Wright made a motion to approve minutes from the Finance Committee on 06-05-18 with amendments.

N. Crivello seconded the motion.

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

C. Wright made a motion to approve minutes from the Finance Committee on 06-05-18 with amendments.

N. Crivello seconded the motion.

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

Roll Call

J. Montgomery Aye

C. Wright Aye

N. Crivello Aye

II. Finance

A. 2017-18 Unaudited Actuals

A. Ortiz presented unaudited actuals. J. Montgomery asked questions regarding variances. B. Adams contributed explanations. K. Sved asked a question about variances and benefits. C. Wright asked a process-related question about expenditures and school site budgets. Members discussed procedures and policies for budgetary decisions. N. Crivello asked a question regarding the language related to SPED and staffing.

B. 2018-19 Enrollment and Attendance Update

A. Ortiz introduced attendance figures for the first month of the school year, 2018-19, for GPS and HPS. Members discussed ADA. J. Montgomery asked clarifying questions about enrollment figures versus ADA figures. A. Ortiz and K. Sved explained elements of the related charts.

C. Status of 2017-18 Audit

The audit process was concisely summarized by A. Ortiz. J. Montgomery asked questions and offered suggestions concerning important audit dates and deadlines.

D. Updating Pinnacle Bank Account Signers

A. Ortiz explained this item. It will be on the agenda for the next NS board meeting.

III. Other Business

A. Facilities Update

K. Sved provided a facilities report and key next steps. He introduced the idea of creating an advisory facilities taskforce. J. Montgomery asked a question regarding the status of the search for potential community-based members. She also asked a question regarding target budgets for Watsonville Prep School. K. Sved elaborated on estimates, sources, and options related to construction,

budgets, and finances. J. Montgomery asked clarifying questions and offered recommendations based on experience regarding the timeline of related tasks and events. N. Crivello and K. Sved discussed potential advisory committee volunteers. K. Sved consulted J. Montgomery regarding material revisions related to facility development, enrollment, and related timelines. She provided feedback and suggested potential strategies.

C. Wright left early.

B. Schedule Next Meeting

A. Ortiz offered potential dates. J. Montgomery advised that we wait to choose a date after consulting our annual auditors. A. Ortiz agreed that we would schedule the next finance committee meeting after that conversation based on proposed audit dates.

IV. Closing Items

A. Adjourn Meeting

J. Montgomery made a motion to adjourn the meeting.

N. Crivello seconded the motion.

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

Roll Call

C. Wright Absent

J. Montgomery Aye

N. Crivello Aye

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 5:00 PM.

Respectfully Submitted,
S. Martin

Coversheet

Governance Committee Report

| | |
|--------------------------|---|
| Section: | III. Topical Items |
| Item: | E. Governance Committee Report |
| Purpose: | Discuss |
| Submitted by: | |
| Related Material: | Navi Board Goals Draft 091118.pdf Governance Com Mins 091318.pdf |

Discussing Navigator Board's 2018-2019 goals

Governance Committee
September 2018

Draft 2018-19 Board Goals

- Grow to a board of nine members; with focus on representation in new geographies and competencies needed
- Develop and maintain four fully-functioning committees: Finance, Governance, CEO Support and Evaluation, Academics
 - Add at least one non-board member to appropriate committees to strengthen committee structure and develop an expanded pool for new board members
 - Develop a task force to support facilities specifically
- Evolve our governance approach to ensure governing not managing (e.g. ensure the systems, structures and evolve to support this - strong dashboard, right questions posed to board)
- Other?

Draft 2018-19 Board Goals and Measures

- Grow to a board of nine members; with focus on representation in new geographies and competencies needed
 - # of members = 9
 - Competencies/geographies covered
-
- Develop and maintain four fully-functioning committees: Finance, Governance, CEO Support and Evaluation, Academics
 - Add at least one non-board member to appropriate committees to strengthen committee structure and develop an expanded pool for new board members
 - Develop a task force to support facilities specifically
 - # of committees as of 6/2019
 - Frequency of meetings
 - Composition of committees
-
- Evolve our governance approach to ensure governing not managing (e.g. ensure the systems, structures and evolve to support this - strong dashboard, right questions posed to board)
 - Dashboard in place that the board frequently refers to
 - Survey measure of board meeting effectiveness
-
- Other?

Appendix

2017-2018 board goals*

- Build a well-rounded board of 7-8 members; with focus on representation in new geographies and competencies needed
 - Transition planning for board members and for officers
- Support strategic decision making and execution on growth
 - Ensure and support smooth reauthorizations
 - Undertake green-lighting process
 - Support launch of fundraising for new growth
- Support CEO's ongoing growth and development
- Model and support continued evolution of organization culture towards high expectations, accountability, openness and trust

*These goals weren't officially adopted by the board

Suggested board priorities from CEO for 2018-2019

Staffing the Board of Directors at a high level of excellence was a stated priority in 2017-18, and continues to be a top CEO priority. Additionally, developing detailed metrics and a system for monitoring these metrics will be necessary to drive improved staff performance and accountability. Supporting this priority will be the implementation of a dashboard, a meaningful way for the Board to monitor organizational performance in key areas. Specific objectives proposed for 2018-19 in this area include:

1) Grow to a board of nine members, with four fully-functioning committees, including:

- Finance*
- Governance*
- CEO Support and Evaluation*
- Academics and Programs*

2) Add at least one non-board member to each committee to strengthen committee structure and develop an expanded pool for new board members

Staff work related to governance

3) High-quality Board materials will be provided to Board members one week before board meetings, with all materials being vetted by a committee

4) Staff support for Board and Committee work will meet or exceed Board member expectations. A rubric and system for monitoring this will be developed. An easy first step could be a quick evaluation tool for board members to complete at the end of each board meeting.

DRAFT



Navigator Schools

Minutes

Governance Committee

Date and Time

Thursday September 13, 2018 at 9:00 AM

Location

Navigator Schools, Support Office, 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 Sep 13, 2018 @ 9:06 AM at Navigator Schools, Support Office, 650 San Benito Street, Suite 230, Hollister, CA 95023.

C. Approve Minutes

J. Anderson made a motion to approve minutes from the Governance Committee Meeting on 07-24-18.

A. Gallegos Fambrini seconded the motion.

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

Roll Call

J. Anderson Aye

C. Wright Aye

A. Gallegos Fambrini Aye

II. Topical Items

A. Board Goals 2018-19

C. Wright introduced the goals document. JP Anderson expressed enthusiasm for expanding the board based on his recent visit with K. Sved to a board member cultivation event (Board Match). A. Gallegos Fambrini asked clarifying questions about the composition of committees (membership) and potential overlap of participation. K. Sved explained potential structures for committees and volunteers. C. Wright mentioned key points in the board bylaws. Members discussed opinions regarding the possibility of having a board consisting of nine members. A. Gallegos Fambrini asked Kevin to consider and share ways that NS engaging the community.

C. Wright expressed interest in learning more about a potential academic committee. K. Sved shared ideas concerning the strengths of this concept, especially relating to the review of achievement results and, more broadly, scaling, and expansion. A. Gallegos Fambrini shared interest in naming certain qualifications for members of specific committees. She also mentioned the benefits of ensuring a diverse collection of skills and backgrounds. C. Wright suggested researching the potential academic committee very carefully to develop its optimal role and effectiveness.

A. Gallegos Fambrini recommended that board members complete self-assessments at the end of board meetings, especially to delineate goals and priorities. She also mentioned professional development ideas and resources for the board. Members discussed building a foundation of knowledge via professional development and training.

C. Wright addressed potential tools to track accountability and outcomes, including a dashboard. A. Gallegos Fambrini emphasized the importance of simplicity as a design factor. Members mentioned more self-assessment in this area as well. C. Wright suggested focusing on developing key deliverables as a next step for our meeting in October.

K. Sved described a potential facility development task force and members discussed reasons for (and levels of) board involvement in this process. A. Gallegos Fambrini considered potential roles and structures for such a task force relating to facilities.

B. Board Development

K. Sved and JP Anderson recounted their visit to Board Match and shared impressions of people they met at the event, including their respective strengths as potential board members. C. Wright inquired as to how NS learned of this event and how participants were drawn to it. K. Sved explained the background and structure of the event. K. Sved and JP Anderson described other

organizations at the event, including those related to education. C. Wright elicited next steps from the committee. K. Sved suggested starting with school visits. A. Gallegos Fambrini suggested codifying wants and needs for new members. C. Wright reminded the committee of the tracker related to this topic.

C. Review of Preliminary Dashboard Framework

This topic was not discussed in the meeting. Conversations concerning the dashboard will continue in other organizational meetings.

III. Closing Items

A. Schedule Upcoming Meeting

Members decided to hold the next meeting on Monday, October 22 from 9:00 am to 10:00 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

C. Wright Aye

A. Gallegos Fambrini 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 10:00 AM.

Respectfully Submitted,
S. Martin

Coversheet

Data Dashboard Update

| | |
|--------------------------|---------------------------|
| Section: | III. Topical Items |
| Item: | F. Data Dashboard Update |
| Purpose: | Discuss |
| Submitted by: | |
| Related Material: | NS Dashboard Overview.pdf |

NS Board Dashboard Overview: Fall 2018

Prepared by Sean Martin | 09.25.18

Members of the support office staff, site leaders, and coordinators continue to work together to tell powerful stories and propel innovation through interactive data. We are learning to use Tableau, an industry-standard visualization platform, to share evidence of Navigator's unique accomplishments. Creating a sustainable dashboard system will expand access to information across stakeholders, increasing our ability to harness the power of our collective expertise, backgrounds, and experiences. A dashboard collection designed specifically for the NS Board of Directors will empower members to research important questions, discover new insights, and achieve a deeper understanding of the organization and the community it serves.

Essential Dashboard Components for the 2018-19 School Year

Navigator is developing a data dashboard system in stages. Our first iterations target the essential values, best practices, and mission-based priorities of school culture and achievement. An overview of initial dashboard components, aligned to key questions related to our mission, is provided below. A table indicating progress toward completion accompanies each component.

A. To what extent are we equipping students to become learners and leaders in high school, college, and beyond?

1. Behavior

| Hear | Develop | Visualize | Test | Deliver |
|------|---------|-----------|------|---------|
| | | | | ✓ |

The table to the left indicates stages of the design process. The first step is to listen to the vision, needs, and requirements of the user. Testing must occur to ensure success.

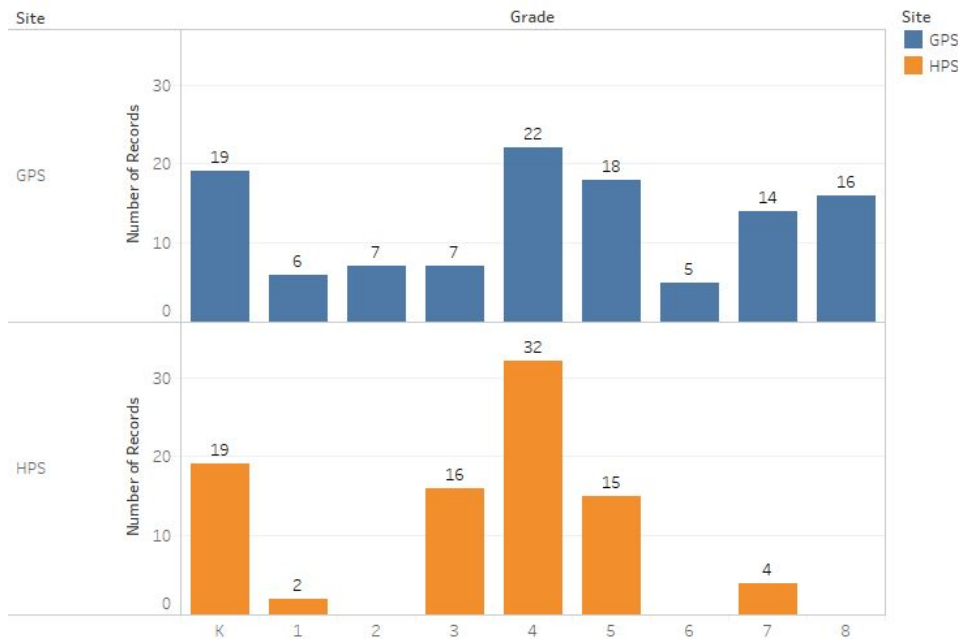
The behavior dashboard will include total incidents per month for each site by gender, subgroup, type, and category (minor and major). The Illuminate data source is primarily maintained by vice principals, Aimee Hubbard (GPS) and Nick Bakich (HPS). Debbie Benitez, principal of HPS, was the guiding light for early iterations of this dashboard. Reports are updated weekly. The following illustrations are samples from the current iteration.

Behavior Incidents
Total incidents per week by site



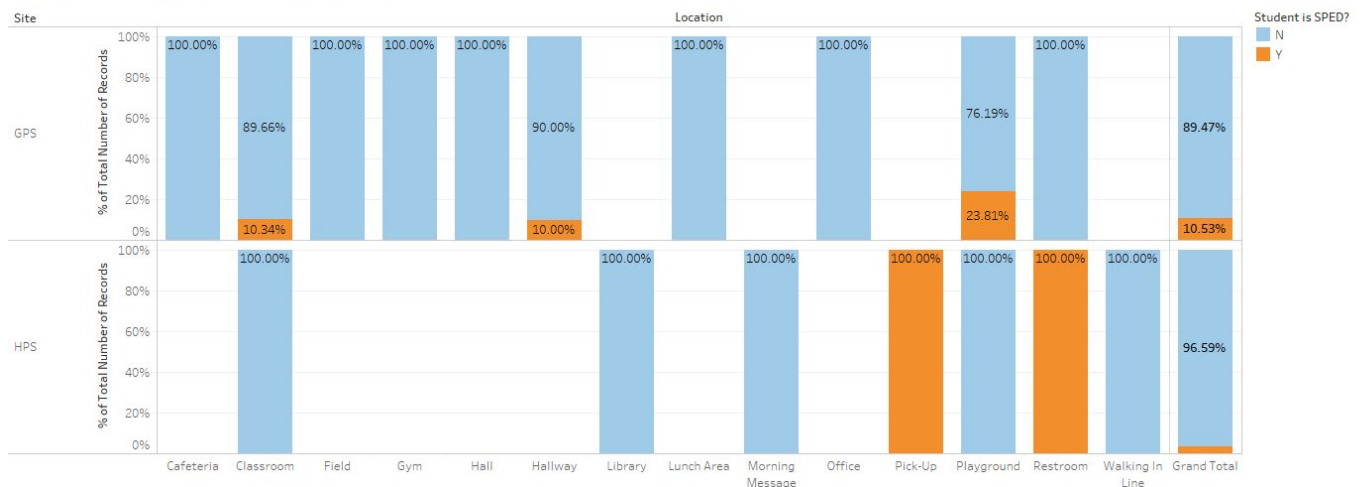
Behavior Incidents

Total incidents by grade level (year-to-date)



Behavior Incidents

SPED incidents as a percent of total incidents by location



2. Multi-Tiered System of Supports (MTSS)

| Hear | Develop | Visualize | Test | Deliver |
|------|---------|-----------|------|---------|
| ✓ | | | | |

Navigator is strengthening its ability and capacity to deliver personalized academic, social, and emotional support to each and every student by name need. Sharon Waller, Director of Student Services, and Jessie Cornia, MTSS Coordinator, are leading this innovative effort. The MTSS dashboard will consist of crucial data at the intersection of academics, climate, and culture:

the number of students in each tier, the length of time students have been in the tier, and supports received.

3. Social-Emotional Learning (SEL)

| Hear | Develop | Visualize | Test | Deliver |
|------|---------|-----------|------|---------|
| | ✓ | | | |

Closely-related to the development of our MTSS system, social-emotional learning (SEL) is a key organizational priority for the 2018-19 school year. Navigator is educating the whole child, ensuring student success beyond academics by promoting self-awareness, self-management, responsible decision-making, relationship skills, and social awareness. Gathering baseline data of student perceptions is a key component of this priority. The SEL dashboard will visualize the results of every administration of the Panorama Student SEL survey.

B. To what extent are we developing top-tier teams of educators?

4. Human Resources

| Hear | Develop | Visualize | Test | Deliver |
|------|---------|-----------|------|---------|
| | | ✓ | | |

The first component of the Human Resources dashboard will be a placement and credentials chart highlighting the experience of instructional staff. Key data will include credential, type, status, and expiration date; placement by site, subject, and grade; bilingual designation; and hiring date. A second report will capture teacher and leader retention rates. Melissa Alatorre Alnas, Director of Human Resources, is leading this effort. A future component will visualize staff survey data.

5. Site Leadership Development

| Hear | Develop | Visualize | Test | Deliver |
|------|---------|-----------|------|---------|
| ✓ | | | | |

Implementation and commitment to coaching is a core element of the Navigator model. Potential data points for this component include number of total coaching sessions completed and percent of teachers and leaders coached per month. Site leadership development is an organizational priority for the 2018-19 school year.

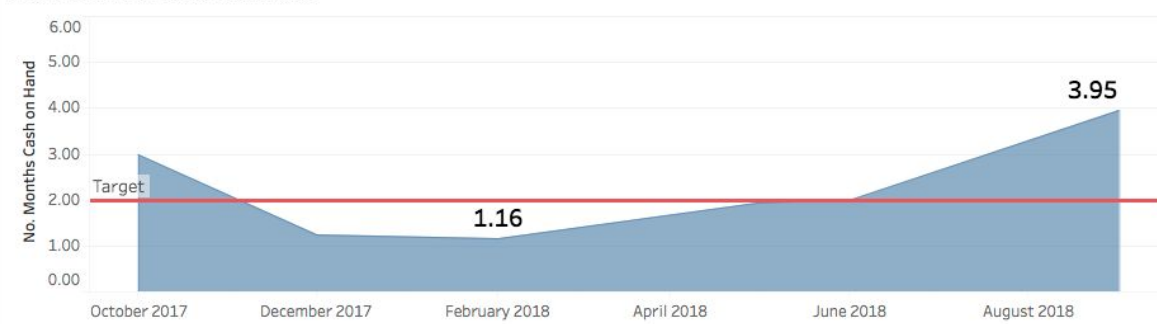
C. To what extent are we improving and innovating schools?

6. Business and Finance

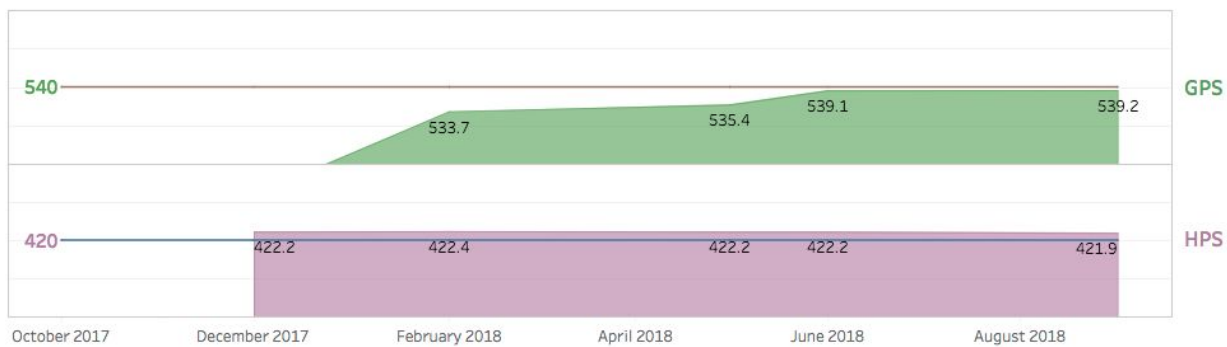
| Hear | Develop | Visualize | Test | Deliver |
|------|---------|-----------|------|---------|
| | | | ✓ | |

Ami Ortiz, Director of Business and Finance, is leading the development of this component. The current iteration focuses on Average Daily Attendance (ADA), enrollment, cash on hand, donations, and grants.

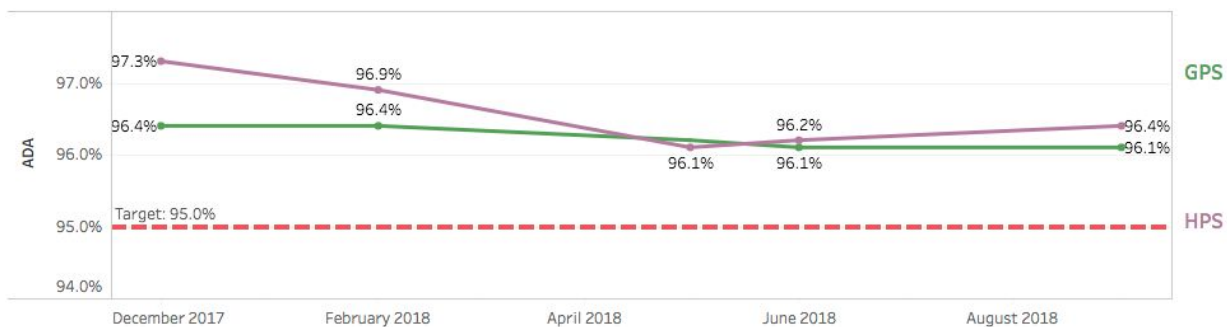
No. Months Cash on Hand



Target and Average Enrollment



Average Daily Attendance (ADA)



7. Engagement and Alumnae

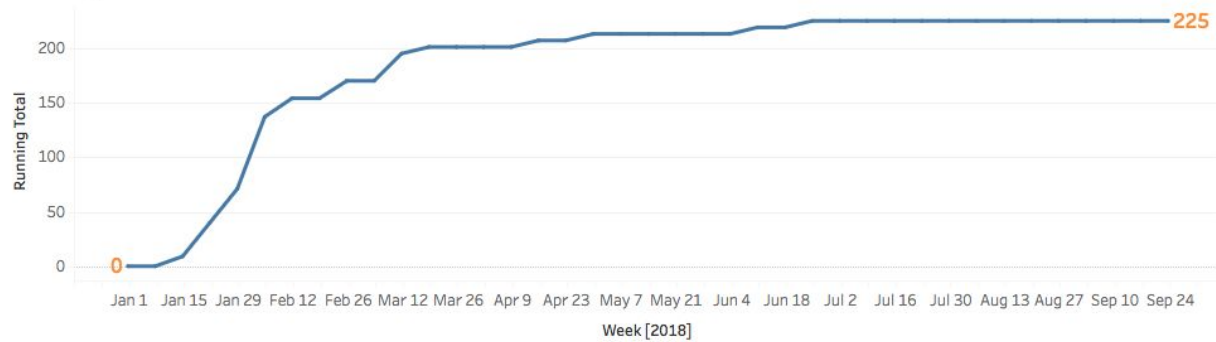
| Hear | Develop | Visualize | Test | Deliver |
|------|---------|-----------|------|---------|
| ✓ | | | | |
| | | | | ✓ |

ITE Forms

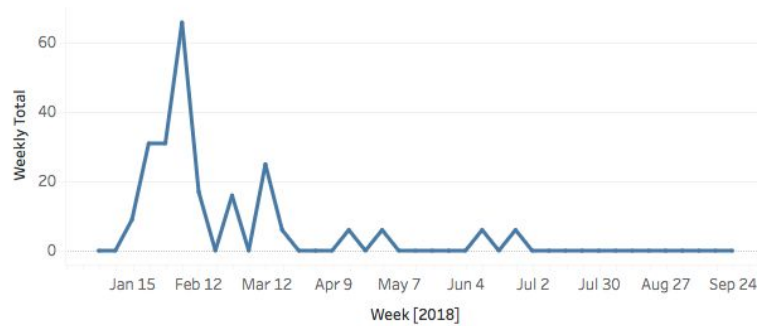
This component, guided by Kirsten Carr, Director of Outreach and Partnerships, will include results of parent-school surveys, student retention rates, suspensions and expulsions, high school attendance, and waitlist numbers and percentages. This data will be updated annually, thereby creating an archive for current and historical research. Rita Castaneda, Community Engagement

Facilitator, continues to manage our first-ever dashboard component. It tracks Intent to Enroll (ITE) forms collected in support of Watsonville Prep School.

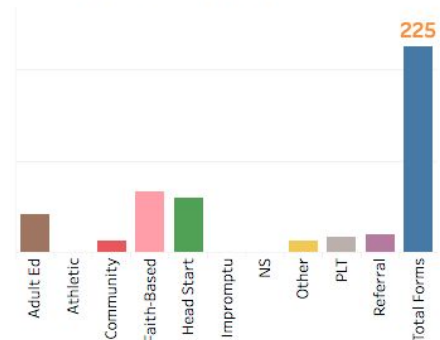
Running Total



Forms per Week



Forms per Event Type



8. Expansion Greenlighting

| Hear | Develop | Visualize | Test | Deliver |
|------|---------|-----------|------|---------|
| ✓ | | | | |

This dashboard will visualize percentages of school launch components completed. These steps, outlined in the NS expansion greenlighting process, include

- Six potential founding team members identified
- Potential principal identified
- Principal and two teachers confirmed
- Letters of intent for 100% of first-year seats
- 100% of willing teacher signatures
- Charter approved
- Fully enrolled
- Fully funded
- Fully staffed
- Suitable facilities for first two years of operation

D. To what extent are we delivering phenomenal outcomes for all students?

9. Achievement

9a. Student Demographics

| Hear | Develop | Visualize | Test | Deliver |
|------|---------|-----------|------|---------|
| | | ✓ | | |

The student demographic component will visualize data to provide a current and historical snapshot of gender, key subgroups (race/ethnicity, economically disadvantaged), program participation (special education, migrant education) and English language proficiency levels.

9b. NS Weekly Assessments

| Hear | Develop | Visualize | Test | Deliver |
|------|---------|-----------|------|---------|
| | | | ✓ | |

Weekly standards-based assessments are the engines that drive the Navigator instructional model. Created in-house and administered in an annual cycle, these assessments track student proficiency in English Language Arts (ELA) and mathematics. Heather Parsons, Director of Curriculum and Instruction, and Victoria Garcia, Data and Curriculum Specialist, in concert with site principals, lead the development and implementation of this crucial system. These are highly-interactive reports with multiple filters. Online, important information appears with mouse-cursor hovers. In the following illustration, Week 39 refers to the week beginning September 24, 2018.

2018 Math: House Proficiency

| Site | Grade | House | Week 39 | | | | | Week 38 | | | | | | | | | | Band |
|------|-------|--------------|-----------------|----------------------|-----------------|-----------------------|-----------------------|-----------------|----------------------|----------------------|-----------------------|----------------------|-----------------------|-----------------------|----------------------|---------------------|---------------------|--|
| | | | NS G1 Math OA 6 | NS G3 MATH QUIZ OA 9 | NS G4 Math OA 1 | NS G5 MATH QUIZ NBT 2 | NS G5 MATH QUIZ NBT 4 | NS G1 Math OA 6 | NS G3 MATH QUIZ OA 6 | NS G3 MATH QUIZ OA 9 | NS G4 MATH QUIZ NBT 4 | NS G4 MATH QUIZ OA 1 | NS G5 MATH QUIZ NBT 4 | NS G5 MATH QUIZ NBT 5 | NS G6 MATH QUIZ NS 4 | NS G8 Math EE1 Quiz | NS G8 Math EE3 Quiz | |
| GPS | 1 | Foxes | 67 | | | | | | | | | | | | | | | Advanced Proficient Basic Below Basic |
| | 3 | Tigers | | | | | | | 58 | 73 | | | | | | | | |
| | | Timberwolves | | | | | | | 52 | 63 | | | | | | | | |
| | 4 | Leopards | | | | | | | | | | 95 | | | | | | |
| | | Lions | | | | | | | | | | 92 | | | | | | |
| | 5 | Bears | | | | 69 | 74 | | | | | | | | | | | |
| | | Bobcats | | | | 67 | | | | | | | 76 | | | | | |
| | 6 | De Anza | | | | | | | | | | | | | 76 | | | |
| HPS | | Gavilan | | | | | | | | | | | | | 71 | | | Advanced Proficient Basic Below Basic |
| | 8 | CAL | | | | | | | | | | | | | | 69 | 77 | |
| | | UCSC | | | | | | | | | | | | | | 69 | 73 | |
| | 1 | Bobcats | | | | | | 62 | | | | | | | | | | |
| | | Cougars | | | | | | 61 | | | | | | | | | | |
| | 3 | Bruins | | | | | | | 73 | 68 | | | | | | | | |
| | | Trojans | 69 | | | | | | | | | | | | | | | |
| | 4 | Bears | | | | 91 | | | | | | 82 | | | | | | |
| | | Spartans | | | | 83 | | | | | | 79 | | | | | | |
| | 5 | Broncos | | | | | | | | | | | | 45 | | | | |
| | | Cardinals | | | | | | | | | | | | 42 | | | | |

2018 Math: Site Alignment

| Grade | Site | House | NS G1 Math OA 6 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-------|------|--------------|-----------------------|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------|-----------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|---------------------|---------------------|---------------------|-----------------------------|--|--|--|--|--|
| | | | NS G2 MATH QUIZ NBT 1 | NS G2 MATH QUIZ NBT 2 | NS G3 MATH QUIZ OA 1 | NS G3 MATH QUIZ OA 2 | NS G3 MATH QUIZ OA 5 | NS G3 MATH QUIZ OA 6 | NS G3 MATH QUIZ OA 9 | NS G4 Math NBT 2 | NS G4 Math OA 1 | NS G4 MATH QUIZ NBT 1 | NS G4 MATH QUIZ NBT 2 | NS G4 MATH QUIZ NBT 3 | NS G4 MATH QUIZ NBT 4 | NS G4 MATH QUIZ OA 1 | NS G5 MATH QUIZ NBT 1 | NS G5 MATH QUIZ NBT 2 | NS G5 MATH QUIZ NBT 4 | NS G5 MATH QUIZ NBT 5 | NS G6 MATH QUIZ NS 4 | NS G8 Math EE1 Quiz | NS G8 Math EE2 Quiz | NS G8 Math EE3 Quiz | NS G8 Math NS 1 / NS 2 Quiz | | | | | |
| 1 | GPS | Foxes | 67 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | HPS | Bobcats | 62 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | GPS | Cougars | 61 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | HPS | Sharks | 92 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | GPS | Stingrays | 84 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | HPS | Coyotes | 76 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | GPS | Roadrunners | 75 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | HPS | Tigers | | | | 57 | 63 | 45 | 58 | 73 | | | | | | | | | | | | | | | | | | | | |
| 5 | GPS | Timberwolves | | | | 63 | 66 | 47 | 52 | 63 | | | | | | | | | | | | | | | | | | | | |
| | HPS | Bruins | | | | 70 | 56 | | 73 | 68 | | | | | | | | | | | | | | | | | | | | |
| 6 | GPS | Trojans | | | | 74 | 60 | | 76 | 69 | | | | | | | | | | | | | | | | | | | | |
| | HPS | Leopards | | | | | | | | | 89 | | | | | | | | | | | | | | | | | | | |
| 7 | GPS | Lions | | | | | | | | | 90 | | | | | | | | | | | | | | | | | | | |
| | HPS | Bears | | | | | | | | | 74 | | | | | | | | | | | | | | | | | | | |
| 8 | GPS | Spartans | | | | | | | | | 91 | | | | | | | | | | | | | | | | | | | |
| | HPS | Bears | | | | | | | | | 85 | | | | | | | | | | | | | | | | | | | |
| 9 | GPS | Bobcats | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | HPS | Broncos | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | GPS | Cardinals | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | HPS | De Anza | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | GPS | Gavilan | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | HPS | CAL | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | GPS | UCSC | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | HPS | UCSC | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2018 Math

All scores since first day of school

**9c. NWEA MAP**

| Hear | Develop | Visualize | Test | Deliver |
|------|---------|-----------|------|---------|
| ✓ | | | | |

Northwest Evaluation Association Measures of Academic Progress (NWEA MAP) is an external assessment system that tracks reading and math in grades K-2. A unique feature of MAP is its focus on growth for all students across all achievement levels. MAP also provides national norms by which to compare rates of progress for students, grade levels, and similar schools. MAP is new for Navigator this year; we completed our first testing window in September. The first iteration of the MAP dashboard will track student results (norms and means) and percentages of students meeting expected growth. In support of the Navigator mission, this information will be disaggregated by key student subgroups and program participation.

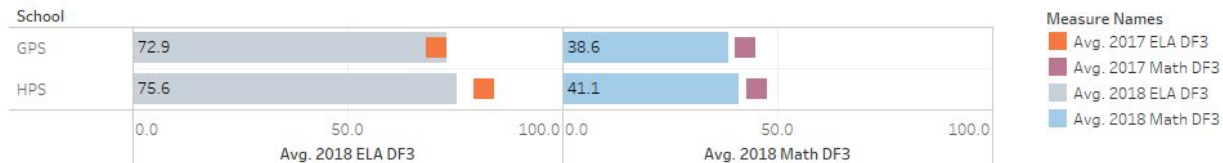
9d. Smarter Balanced Assessments (SBAC)

| Hear | Develop | Visualize | Test | Deliver |
|------|---------|-----------|------|---------|
| | | | ✓ | |

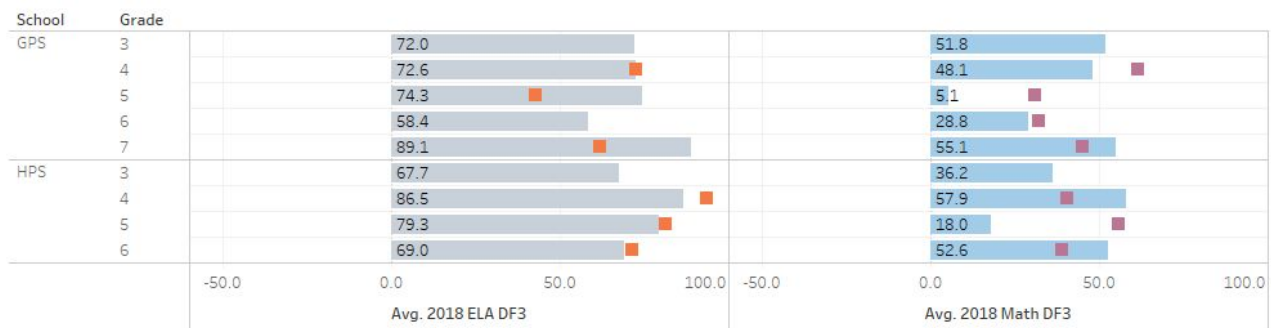
Smarter Balanced Assessments (also known as SBA, SBAC, or CAASPP), are the paramount indicators of academic achievement in California. These annual assessments are administered in grades 3-8 (and in grade 11 at high schools). In recent years, the California Department of Education has placed increasing emphasis on “distance from three” or “DF3” (the number of points a student achieves above or below the point at which he or she is designated “proficient” in ELA or math standards). This importance is reflected by the presence of DF3 scores in the California Schools Dashboard, the ultimate measure of school accountability. The SBAC dashboard will feature annual student scores for all students, students disaggregated by subgroup and program participation, and similar reports related to DF3. Reports will also include comparisons to neighboring schools and districts. Please note that some of the illustrations below feature sample data that does not reflect current achievement levels.

SBAC 2018 Preliminary: Overview

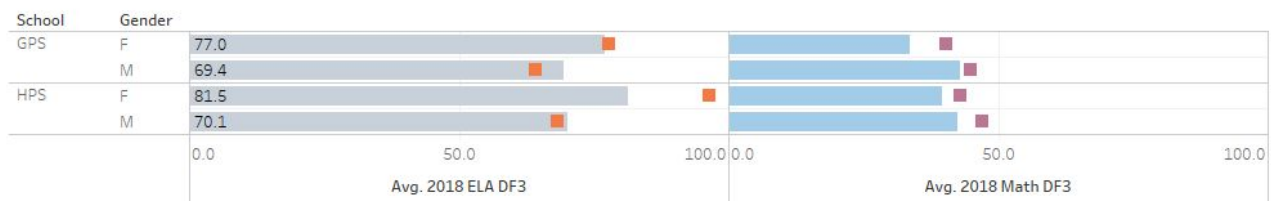
All Students



Grade Level

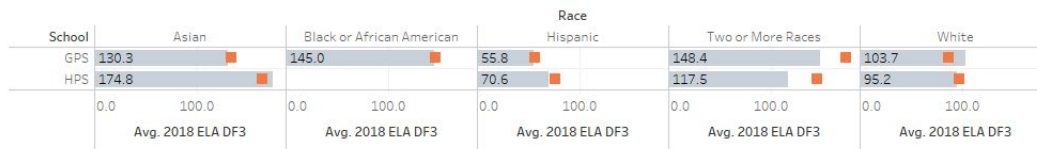


Gender

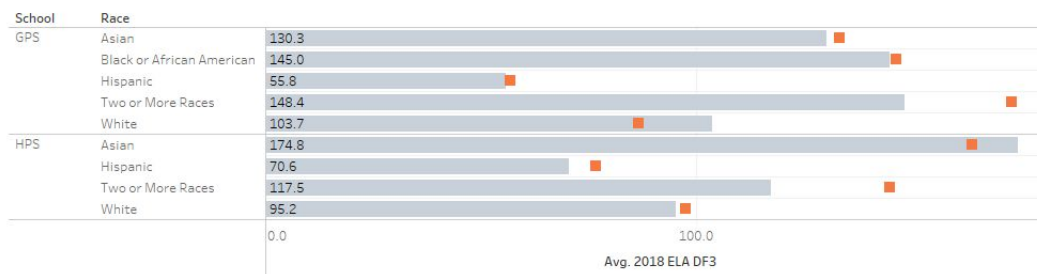


Race: ELA

Site Race ELA

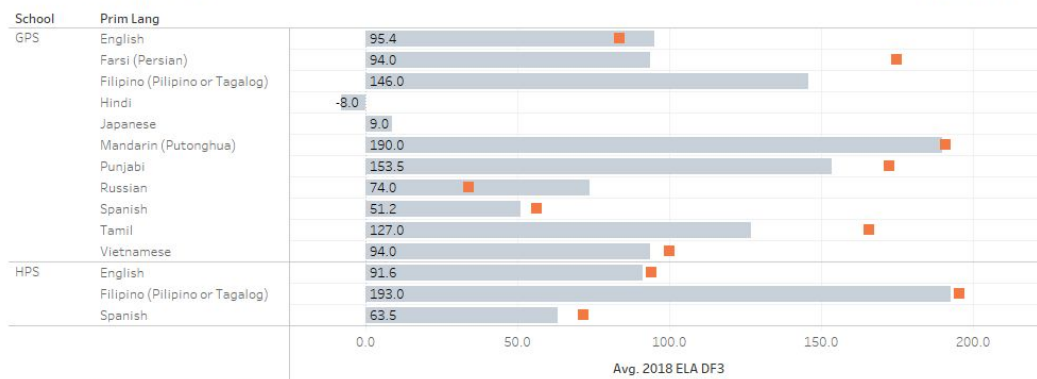


Race ELA

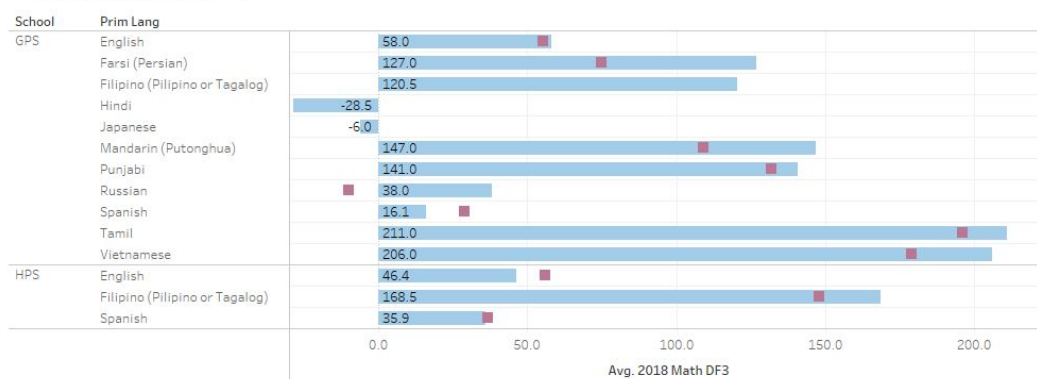


Primary Language ELA

Prim Lang

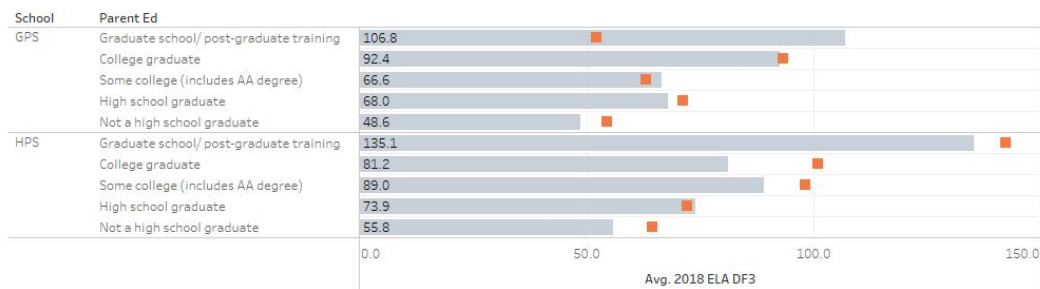


Primary Language Math

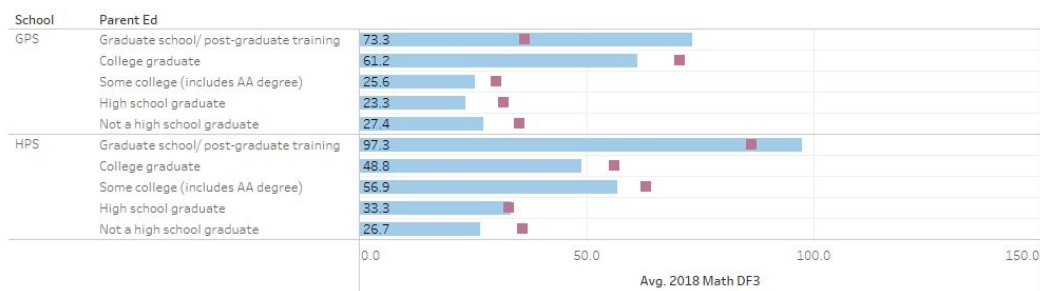


Parent Education Level

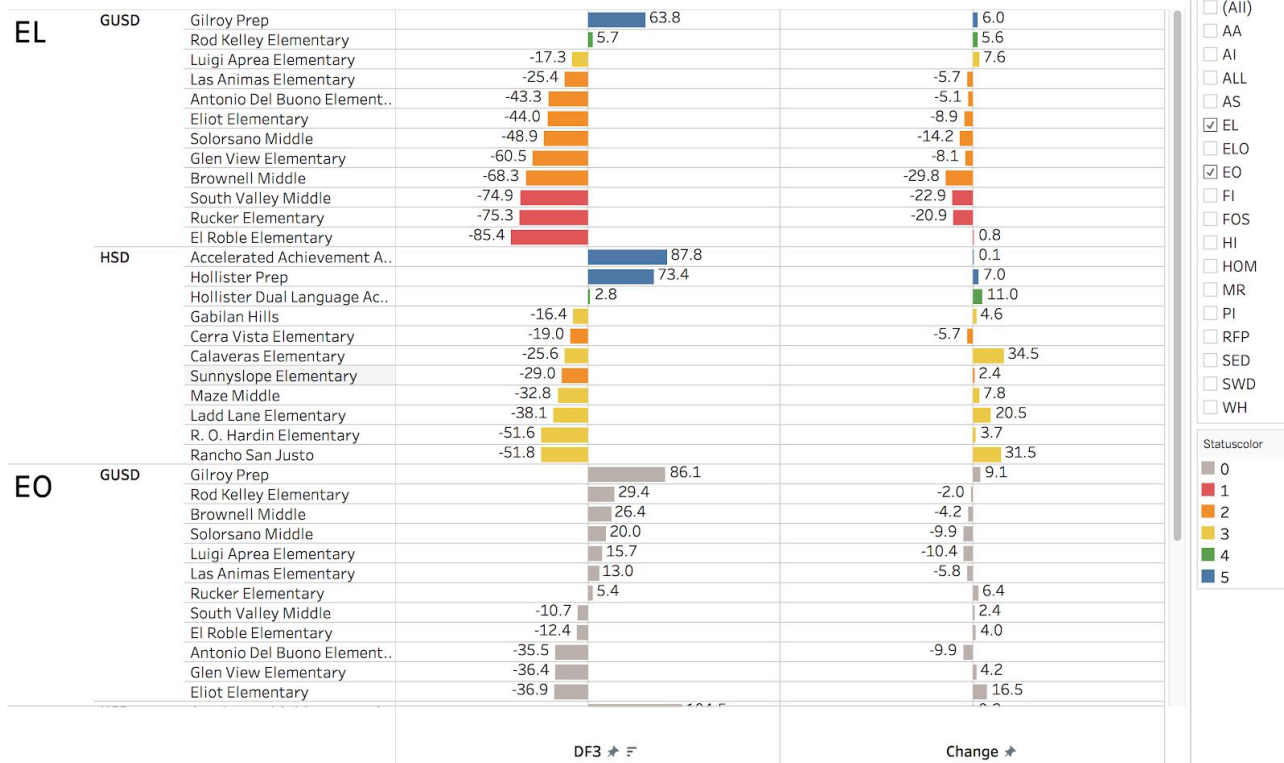
Parent Ed Level ELA



Parent Ed Level Math



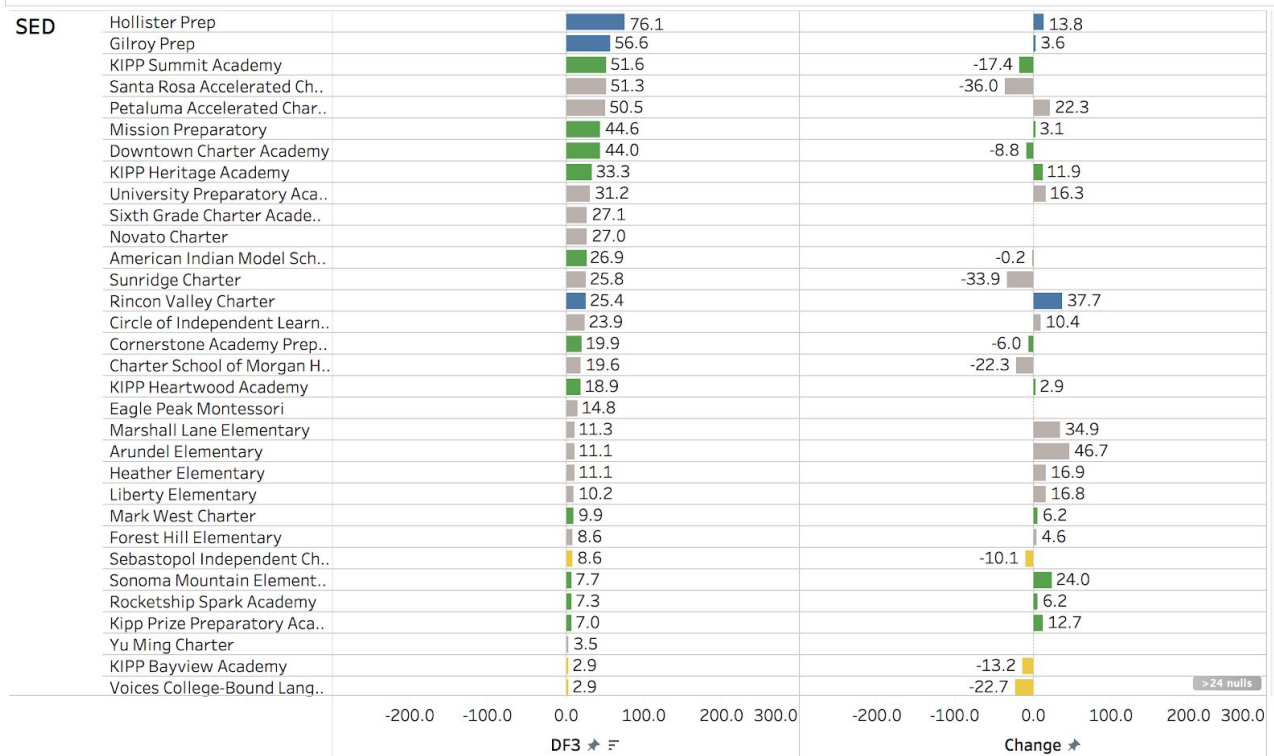
F2017 SBAC DF3: ELA



Bay Area Counties + San Benito County: All Charter Schools

F2017 SBAC DF3 Student Groups

ELA



Coversheet

NS Priorities Update

| | |
|--------------------------|-------------------------------------|
| Section: | III. Topical Items |
| Item: | G. NS Priorities Update |
| Purpose: | Discuss |
| Submitted by: | |
| Related Material: | Priorities Status Update 092518.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"> -100% of planned math PD happened. -Initial math quizzes are higher compared to PY -100% of K-5 classrooms are providing weekly quizzes and using new software | <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"> -100% of coaches received training -Three-way coaching training is underway -Walkthroughs and data tracking happening weekly at all sites | <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"> -Use CASEL competencies are frequently used by adults -90%+ of classes are doing community meetings using adopted curriculum -100% of planned SEL PD completed | <ul style="list-style-type: none"> -Tracking impact effectively -Lack of information for tracking progress |

Beginning of Year Priority Assessment

| Priority | Status | Highlights: Base in Data/Milestones | Concerns: Base in Data/Milestone |
|---|--------|--|---|
| Strengthen Volunteer Engagement | | <ul style="list-style-type: none"> -Potential board candidate toured GPS on 9/25 -School site parent engagement activities off to a good start | <ul style="list-style-type: none"> -Cultivation for committee membership has not started -Board retreat did not happen |
| WPS Ready to Open | | <ul style="list-style-type: none"> -Received recommendation to approve by Santa Cruz COE staff -On path for a Jan. SBE meeting -200+ intent to enroll forms -Leadership in place -Secured \$1.1m to support WPS | <ul style="list-style-type: none"> -Facilities are not secure -SBE politics are changing -CDE has been increasingly rigorous |
| Develop and pilot external services to scale impact | | <ul style="list-style-type: none"> -Strong survey results from first Wonderful Prep training -Invited to submit a grant proposal to New School Venture Fund -Grant proposal submitted | <ul style="list-style-type: none"> -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 | | -Nearby property for sale (added land would be needed) | -Interim Superintendent at Hollister School District -Staff is focused on WPS |
| Meet Support Office fundraising goals | | -\$450,000 of \$665,000 received or committed | -Prospects for remaining \$225k not currently identified |
| Obtain charter approval or engage in appeals process for School 4 | | -Consultant will help determine level of support at county level | -Engagement not yet begun due to focus on WPS |
| Continue implementing strong instructional program for all students | On Track to Win | -96% or better student attendance rate -Positive climate on school sites | -New priorities add to the workload and need to ensure necessary supports are in place -New administrative teams require regular and consistent support |