



Date: February 19, 2019

To: Board of Directors

Submitted By: Kirsten Carr, Director of Engagement & Partnerships

Subject: Growth Priority Update **Agenda Item Type:** FYI, Discussion

Objective(s):

- 1) As part of the board-approved green lighting process, staff will update the board on status of key metrics and timelines.
- 2) Staff will provide an overview of the tie between partnership collaboration and expansion.
- 3) The Board will provide feedback regarding current status and next steps to modify the strategic plan timeline and geographic target area.

Overview

As specified in Navigator’s board approved Strategic Plan, Navigator is set to grow to five schools in five years, focusing on the Northern Central Coast region. As mentioned in the CEO update, a revised timeline is necessary as we will not meet that target. Navigator is to follow a specified greenlighting metric to ensure Navigator is growing in a manner to benefit the region and the organization. To reflect Navigator’s most recent experience authorizing Watsonville Prep School, Navigator staff is exploring options for a smoother runway to authorization which can include a larger geographic area as well as exploring partnerships to lead to a collaborative partner districts. Included in this report are:

- Greenlighting update
- WPS reflections
- Potential district research
- Tie between partnerships and expansion

1. **Greenlighting Metric Update** - Navigator’s greenlighting metrics are divided into two distinct categories, internal and external criteria. Internal criteria is gauged by specific measures as well as an overall green/yellow/red grading system. As illustrated by the attached chart, in order to open School 4 in 2021, Navigator will need to focus on hitting the external metric targets for 24 months by August 2019.
2. **WPS Reflections** - The proposed modified timeline highlighted in the greenlighting update reflects the lessons learned throughout the long and intense process to obtain approval for the WPS charter. When the board approved the five year strategic plan, staff was planning on obtaining approval at the local district level, offering opportunities for the engagement team to start focusing on community support for School 4. As the process for WPS approval required more time from several team members focusing on the process at both the county and then state level, the leadership team determined it would not be beneficial to Navigator to divert resources away from WPS. With the changing political climate in California, staff is cognizant of the fact State Board of Education approval is not a solid backstop anymore. Without a strong sense of confidence in a SBE approval, it is important to ensure a high probability of approval at the district or county level. The runway to local approval requires significant staff time and commitment to

relationship-building activities, and doing the research on district willingness to partner with Navigator can mitigate some of the possible community resistance. Additionally, the challenges with WPS facilities suggest we have more rigorous criteria for short and long-term facility pathways as part of the greenlighting process. The Watsonville Prep greenlighting process and project management tool establishes a protocol for WPS and all future schools to ensure a successful opening while also enabling staff to begin focusing on future growth opportunities.

3. **Potential district research** - The NS Strategic Plan focused growth opportunities within a specific geographic region (based on a thirty-minute drive from the Support Office). With the recent Watsonville Prep School experience, the Director and Chiefs team recommends modifying the options for School 4 to include possible charter-friendly districts and/or districts interested in potential partnerships. Several districts, no more than 60 miles from the Support Office, meet the criteria established to gauge need including high populations of students reflecting the most traditionally underserved subgroups. As outlined by the external metric greenlighting process, we plan to make a recommendation at the August 2019 board meeting for a potential community of focus for School 4.
4. **Tie between partnerships and expansion** - As evidenced by the State Board of Education comments regarding Watsonville Prep School, Navigator's commitment to collaborating with traditional district schools played a large role in its support of the WPS petition. Navigator's effort to provide model programs for a variety of classroom settings illustrates our resolve to adhere to original charter law intentions as well as establishes opportunities for soft introductions and dissemination activities which can lead to deeper or further relationships.
 - a. Actively establishing partnerships with traditional districts gives Navigator a chance to gauge interest for deeper relationships while also providing needed services for students across California. Navigator's Engagement & Partnership Director will work closely with the dissemination team to identify districts which could meet long-term goals while also establishing short-term dissemination partnerships.
 - b. Continuing and strengthening partnerships assures local and state legislators Navigator's interest in and commitment to collaboration was not a one time thing.

Next Steps

Staff would like board members to consider the following questions:

- 1) Does the board support maintaining the strategic plan for five schools with a revised timeline and an expanded geographic target area?
- 2) What information and research will help the board make an informed decision on this matter?

Attachment: Greenlighting Criteria for Growth

Internal Criteria	24 months	Current	18 months	12 months
Academic Performance: SBAC Percent of students who have been at Navigator for at least three years that meet or exceed proficiency on SBAC	70%	Math - 72 % ELA - 85%	70%	70%
Organizational Health: Enrollment Actual enrollment as percentage of target	>99%	99%	>99%	>99%
Organizational Health: Staff Retention Percent of full-time staff who return annually (Fall to Fall)- look at subgroups	75%	80%	75%	75%
Organizational Health: Staff Satisfaction Percent of staff that are “likely to recommend working at Navigator to a friend” (as measured by the Fall/Spring surveys)	80%	81%	80%	80%
Financial Strength: Reserves Percent of current fiscal year expenses held in reserve	20%	36%	20%	20%
Financial Strength: Sustainability Percent of GPS, HPS, & WPS costs that are covered by philanthropy - schools in year 4 or more	<5%	<5%	<5%	<5%
Founding Team: Principal and Seed Teachers	At least six potential founding team members identified		Potential Principal identified	Principal and two teachers confirmed

The red/yellow/green gauge captures the status of items/areas without specific metrics of success. The Directors & Chiefs team reviewed each question, comparing it to the vision of success to establish the current color.

- i. Is the school model clearly articulated & codified:
 1. The schools' programs are easily replicable. ⇨ Green
 2. The barriers for replicating the programs & their effectiveness have been identified & remedied. (The middle school model is being aligned as we grow to K-8 at HPS) ⇨ Yellow
 3. The schools' educational programs align to the current mission. ⇨ Green
- ii. Is the Support Office team thriving & does it have the capacity to support growth?
 1. There is a leadership pipeline. ⇨ Green
 2. There are formal ways to cultivate leaders from within. ⇨ Green
 3. Thriving (trust, engage in healthy conflict, commitment to decisions, hold each other accountable, focus on team results) ⇨ Green
- iii. Are the organizational systems & structures strong & driving effective execution?
 1. There are people clearly/consistently responsible for the critical functions of the organization. ⇨ Yellow
 2. Policies, processes, and procedures exist and are documented. ⇨ Green
 3. There is a clear chain of command. ⇨ Green
- iv. Will the political landscape support successful community engagement, authorizing, facilities, and enrollment in the target market?
 1. District of interest has a socio-economic disadvantaged/English language underserved population. ⇨ Green
 2. There is a plan for new facilities needs. ⇨ Red (Need to specify a community to meet these metrics)
 3. Document 50 families willing to attend and/or speak at all hearings. ⇨ Red (Need to specify a community to meet these metrics)