



Date: December 10, 2019

To: Board of Directors

From: Kevin Sved, CEO

Re: Authorization to Contract Services From Edgility Consulting for Compensation Study

Recommendation

It is recommended that the Board authorize the CEO to utilize paid consultancy during the Navigator Schools compensation study.

Background

Navigator Schools relentlessly strives to attract, recruit, hire, and retain high caliber, mission-fit talent in all positions. One important element in successfully fulfilling the above positions is ensuring that compensation is fair, competitive, and encourages employees to continue their professional development. Navigator Schools is interested in partnering with a consultant to redefine our compensation program. We want to implement a 'deep dive' to ultimately produce a complete compensation program where employees feel valued, are supported in their professional growth, and know that their wages are competitive with neighboring districts and charter schools.

The key reasons for partnering with a consultant to support the redesign of Navigator's compensation program include:

1. Knowledge in field
2. Experience creating compensation programs and structures
3. Neutral outside expert
4. Charter school world connections
5. Edgility has done this exact work in our geographical area
6. Good relationship and history with Navigator
7. Capacity-building for future compensation work is built into their consulting services
8. Access to compensation information from other charter school organizations
9. Price is competitive in comparison to other agencies

Staff contacted several firms to explore services and compare fees. The fee comparisons are below:

- Edgility: \$25,000 all site staff, \$30,000 all staff (including CMO)
 - includes guidance on producing criteria for levels of performance/expertise, bonus structure
- SMB/PayScale: \$10,000 to \$15,000 a year
 - does not include support with building a criteria for levels of performance/expertise, bonus structure

- Korn Ferry: the company reviewed our quote request and concluded that their agency does not have sufficient data on school systems similar to ours in their database that would enable them to support us in our study

Based on the research, I recommend that we partner with Edgility. Our Director of Human Resources, Melissa Alatorre Alnas, first learned of their work in the charter school compensation field at the 2019 California Charter Schools Association Conference. She attended an Edgility seminar on compensation and was very impressed with their expertise.

The proposal from Edgility is attached. The twelve week timeline to complete the project that is included in the proposal may change. In order to ensure that the study is thorough and complete, Edgility has committed to working with Navigator Schools in a flexible manner. If the twelve week timeline to complete the project is not feasible, Edgility will collaborate with us to implement an interim solution while we are working on a complete solution for the following year (2020-21).

Fiscal Impact

If partnering with Edgility is approved, the budget impact of the consultancy will total \$25,000 to \$30,000. As fiscal responsibility is of utmost importance, the Director of Business and Finance has confirmed that the consultancy cost can be paid from the surplus in support office donations received for 2019-20.

Organizational Health

It is imperative to maintain and build on the gains made by Navigator Schools in strengthening organizational health. Acknowledging the dedication, hard work, and perseverance that our employees in all positions put into our schools and organization every day is crucial to Navigator's continued success. An important part of that acknowledgement is fair and competitive compensation.

Summary

Navigator Schools is a strong charter school organization that has achieved much success. The success has been built by Navi employees at all levels. In order to attract and retain high caliber, mission-fit individuals, it is imperative to remain as competitive as possible in the areas of positive culture, professional development, and compensation. It is recommended that the Board approves the utilization of compensation consultancy as described in the Board Report.

Attachments:

- Edgility Proposal
- Resolution

Navigator Schools

Edgility Proposal for Compensation Study & Design

September 24, 2019



Connecting the schools of tomorrow with the leaders they need today.

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WHO WE ARE

Edgility Consulting has unparalleled experience in compensation design for school organizations and social impact nonprofits. Having led salary studies and searches for clients in this space over the past decade, Edgility has unique, real-world expertise on designing competitive compensation structures that best position organizations to capture the level of talent required to achieve their mission while avoiding unnecessary strain on scarce resources by being outside market ranges.

Edgility and its founders have worked with hundreds of education organizations across the country on a variety of compensation and projects, including:

- Leadership Public Schools
- College Track
- Oakland School for the Arts
- ACE Charter Schools

Please visit www.edgilityconsulting.com for more details about our work.



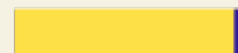
OUR COMMITMENT TO QUALITY

90%



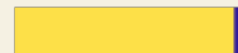
of Edgility clients were "very satisfied and/or extremely satisfied" with our services.

95%



of Edgility clients were "likely" or "very likely" to work with our team again.

95%



of Edgility clients would recommend our services.

WHO WE ARE

As a national firm, Edgility works with education organizations of varying types and sizes across the country, including school districts, charter schools and school management organizations, mission-driven nonprofits and companies, and funders. Every project is led by one of our experienced founders, who bring in other targeted team members based on the nature of the project and the client.

At Edgility, we keep diversity, equity, and inclusion at the core of our work. Our rich variety of networks, perspectives, and abilities lead us to do our best work, providing client leadership with deeper insights and opportunities.

In a proactive and intentional way, we encourage clients to move their culture forward emphasizing equity at each stage of our engagements, from project scoping, needs assessment, outreach, selection strategy, compensation, developing career pathways and board advisement.



MANAGEMENT TEAM

Christina L Greenberg, Partner

Christina is passionate about helping entrepreneurial education organizations find, hire and support high-quality talent. Before cofounding Edgility, she was the Founder and Principal of Redwood Circle Consulting (another education sector talent management firm) for five years. Previously, Christina was the Director of Admissions and Strategic Partnerships for New Leaders' California operation from 2006-2010 where she led the recruitment, selection, and placement of Resident Principals and managed efforts to establish and maintain strategic partnerships for the Bay Area region.

Earlier in her career, Christina was the VP, Programs and Development for RISE, working to recruit and retain high quality teachers in schools serving low-income students. She also worked on a 1998 U.S. Senate campaign, served as the Program Officer for the Streisand Foundation, and was a budget policy analyst and researcher for government agencies. Christina received a Bachelor of Arts in Political Science from UCLA and a Master in Public Affairs from the Woodrow Wilson School at Princeton University. She lives in Oakland, CA and is a board member for Urban Montessori Charter School.



“Through conducting extensive research and having an in-depth expertise in nonprofit compensation, Edgility helped College Track understand how we compare in terms of compensation and benefits to similar organizations in our industry and markets. Through this partnership we were able to get clear on role descriptions and the markets in which they compete as well as assess our benefits package and determine highly beneficial changes that are attracting and retaining top talent.”

— Margaret Winnen, Director of HR & Talent Development, College Track



MANAGEMENT TEAM

Allison Wyatt, Partner

Allison is passionate about building sustainable, momentum-building talent practices in organizations committed to game-changing innovations that lead to exceptional, scalable results for all students.

Allison's experience spans both the for-profit and nonprofit sectors. Prior to launching Edgility Allison built and scaled a Human Capital consulting practice at a national retained executive search firm. In addition, she has served as a talent executive in a national, rapidly growing education reform organization as the Vice President of Human Capital for Education Pioneers. In this role, Allison was responsible for building the organization's HR department from the ground up to fuel the growth of the organization's operating budget and staff by over 500%. Allison began her career at a subsidiary of Time Warner where she led the company's college recruiting program and provided HR support to the international, sales and marketing, and business development units. She received her Masters in Business Administration degree from The MIT Sloan School of Management and her Bachelor of Arts in East Asian Studies from Wesleyan University.



“Working with Edgility on our compensation structure was invaluable. We now have a clear sense of where we stand in the market, and areas where we can grow and improve in. The data we received was detailed and easy to understand, and we were able to provide clarity to our employees as well. We would definitely use them again.”

— Shawn Gerth, Managing Director of Academic Operations & Vision, ACE Charter Schools



OUR STRENGTHS

Extensive, relevant experience in leadership, compensation and executive recruiting within public education, particularly in underserved communities.

Strategic approach that balances real data about what works for your organization with an understanding of your culture and structure.

The use of innovative and impactful technology, data-sets and tools.



WHAT WE DO

For you, our process is as follows:

- » Context Building
- » External Benchmarking
- » Structure Design
- » Client Support

Throughout the process, we schedule regular check-in calls to share insights with the appropriate point people at your organization as well as gather real-time feedback to inform our process. Christina Greenberg will lead this engagement with support from Jen Svendsen, our Compensation Analyst. For more details about our team, please visit [this page](#) of our website.



Context Building



External Benchmarking



Structure Design



Client Support

WHAT WE DO

» **Context Building**

» External Benchmarking

» Structure Design

» Client Support



Context Building

The first stage of our process is to understand the internal context of your organization, and how compensation fits into your total value proposition. This can include conversations with staff, senior leaders and other key stakeholders. In addition, we review key materials such as strategic planning documents, staff surveys, organizational charts and job descriptions.

Deliverables

- Summary of data collected
- Recommendations regarding compensation philosophy and guidelines (geographic differentials, target market percentile, study and structure design, etc.)
- Suggested list of data sources and peer organizations to include in study
- Recommended questions to include in benefits survey

WHAT WE DO

- » Context Building
- » **External Benchmarking**
- » Structure Design
- » Client Support



External Benchmarking

The next stage of our process is to identify external comparison organizations and research their compensation offering including salary, bonus, benefits and retirement.

Deliverables

- Summary of external findings related to the components of comparison org compensation (stipend, bonus, salary, etc.)

WHAT WE DO

- » Context Building
- » External Benchmarking
- » **Structure Design**
- » Client Support



Structure Design

Once we have collected and analyzed data about current compensation in the market, we will build a recommended salary structure for each position and level within your organization as well as provide suggestions for your benefits policies and other employee supports.

Deliverables

- Recommended salary and bonus structure
- Recommendations on other elements of compensation, including benefits

WHAT WE DO

- » Context Building
- » External Benchmarking
- » Structure & Philosophy Design
- » **Client Support**



Client Support

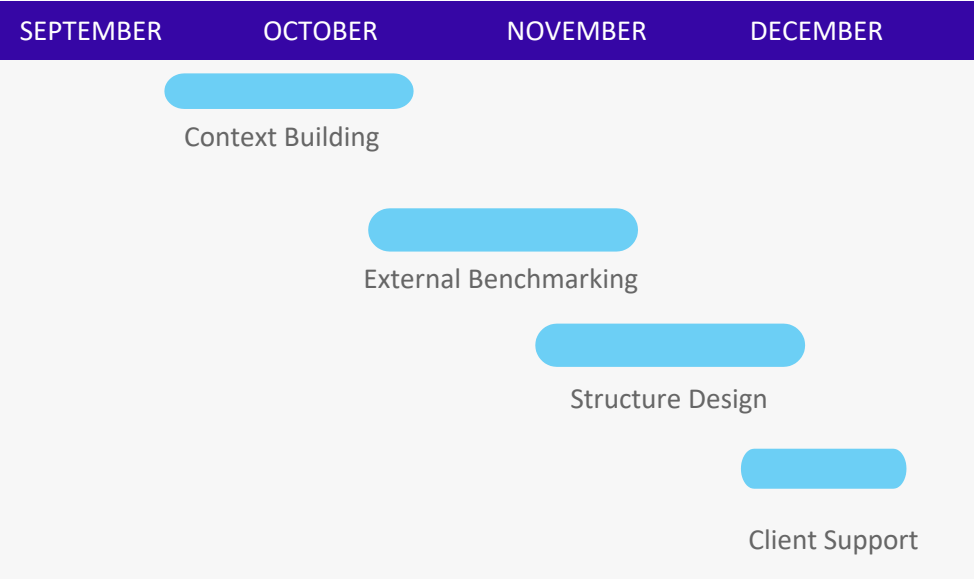
After you review our initial recommendations and provide your feedback we will develop final recommendations and offer support on implementation. This includes frameworks and tools to guide future compensation decisions to ensure internal equity over time. In addition, we will present our findings and recommendations via webinar to key stakeholder groups if desired.

Deliverables

- Full report including overview of methodology, data sources, and guiding principals to use for presentation and internal distribution

SCHEDULE

Typically, an engagement of this nature takes approximately three months to complete. Suggested timeline is as follows:



Early OCTOBER
Kick-off meeting, conduct internal research and synthesize findings.

Late OCTOBER
Present recommendations on philosophy and structure design.

OCTOBER - NOVEMBER
Conduct external benchmarking.

NOVEMBER – Early DECEMBER
Build salary ranges and finalize recommendations.

DECEMBER
Provide consulting on implementation to client; present findings and recommendations to relevant stakeholder groups.

PROJECT FEE

The fee for this project as outlined above would be \$30,000*, assessed on the following schedule:

- 50% payable upon signature of the contract;
- 50% payable when our final deliverable is presented to project sponsors.

*If we were to only benchmark teachers and other site-based staff (i.e. not include the central office team), the fee would be \$25,000.



THANK YOU

Thank you for the opportunity to submit a proposal to Navigator Schools to conduct a salary and benefits study and support the design of your compensation program. Edgility Consulting has unparalleled experience in compensation design for education and youth focused nonprofits. Having led salary studies and searches for hundreds of clients in this space over the past decade, Edgility has unique, real-world expertise on designing competitive compensation structures that best position organizations to capture the level of talent required to achieve their missions while avoiding unnecessary strain on scarce resources by being outside market ranges.



BOARD RESOLUTION 2019-15

December 10, 2019

Authorization to Engage Edgility Consulting to Support Compensation Study

A RESOLUTION OF THE BOARD OF DIRECTORS of Navigator Schools authorizing approval of a professional services agreement with Edgility Consulting:

WHEREAS Navigator Schools recognizes that the success that our organization has achieved is built on the hard work of Navigator employees at all levels;

WHEREAS Navigator leadership knows that in order to attract and retain high caliber, mission-fit individuals, it is imperative to remain as competitive as possible in the areas of positive culture, professional development, and compensation;

WHEREAS Edgility Consulting specializes in compensation research and the development of compensation frameworks in the field of education, including charter schools; and

WHEREAS Edgility has confirmed expertise, interest, and experience in supporting the implementation of equitable compensation structures at Navigator Schools;

RESOLVED, the CEO of Navigator Schools is authorized to contract services from Edgility Consulting for a compensation study.

This resolution shall take effect immediately upon its adoption.

PASSED AND ADOPTED by the Board of Directors of Navigator Schools at its regular meeting held on December 10, 2019 in Gilroy, California.

Signature of Board Chair

Caitrin Wright

Navigator Schools, a California Nonprofit Public Benefit Corporation

Date

The Secretary of the Corporation certifies that the above is true and copy of the resolution that was duly adopted at the dated meeting of the board of directors.

Signature of Board Secretary

John Flaherty

Date