

**Nevada City School of the Arts  
Charter Governance Council  
Meeting Agenda**

Thursday, March 26, 2026

13032 Bitney Springs Rd, Building 8 (Lower Campus Staff Room), Nevada City, California

**Call Order: 5:00 p.m.**

**Roll Call:**

**Public Forum:** *Members of the public who wish to comment during the Board meeting will be limited to three (3) minutes. If an interpreter is needed for comments, they will be translated to English and the time limit shall be six (6) minutes. The Board of Directors may limit the total time for public comment to a reasonable time.*

**Plaudits:**

**Action Items**

1. Approve Agenda

**Consent Agenda**

2. Approve February 26, 2026 Minutes - *See attached*

**Reports**

3. Director's FYI Report – Holly Pettitt - *See Attached*
4. Board and Committee Reports
  - a. Nomination & Recruitment - No Meeting - Discuss Candidates
  - b. Facilities Committee Report

**Discussion Items**

5. Presentation by Columinate - B-5 Staff Treatment and Compensation Report - *Video Call*
6. Charter Board Members - Form 700

**Action Items**

7. Approve Credential Exception for Katie Moorehead - Reading Specialist - *See Attached*
8. Approve B-5 Staff Treatment and Compensation Report - *See Attached*
9. Approve the J-13A Waiver - *Handout*
10. Approve Independent Study Policy - *See Attached*

**Adjournment 6:30 p.m.**

**Access to Board Materials:** A copy of the written materials which will be submitted to the School Board may be reviewed by any interested persons on NCSA's website along with this agenda following the posting of the agenda at least 72 hours in advance of this meeting.

**Disability Access:** Requests for disability-related modifications or accommodations to participate in this public meeting should be made 24 hours prior to the meeting by calling (530) 273-7736. All efforts will be made for reasonable accommodations. The agenda and public documents can be modified upon request as required by Section 202 of the Americans with Disabilities Act.

**Nevada City School of the Arts  
Charter Governance Council  
Meeting Minutes**

Thursday, February 26, 2026

13032 Bitney Springs Rd, Building 8, (LC Staff Room), Nevada City, California

**Call Order: 5:02 p.m.**

**Roll Call:** Leanne Haglund, Jon Lefebre, Jaylee McGregor, Meshawn Simmons, Marina Gage, Brian Munn  
Guests: Holly Pettitt, Cindy Jurdo, Valerie Bringolf

**Public Forum:** *Members of the public who wish to comment during the Board meeting will be limited to three (3) minutes. If an interpreter is needed for comments, they will be translated to English and the time limit shall be six (6) minutes. The Board of Directors may limit the total time for public comment to a reasonable time.*

**Plaudits:** Business office is a great team to work with, lots of brainstorming. Thanks to Jenn G for stepping into Emma's role while she is away, it is a lot to take on. See Director FYI Report

**Action Items**

1. Approve Agenda  
Motion: Marina Gage 2nd: Jaylee McGregor

**Consent Agenda**

2. Approve January 29, 2026 Meeting Minutes - *See attached*  
Motion: Jon Lafebre 2nd: Jaylee mcGregor

**Reports**

3. Director's FYI Report – Holly Pettitt – *See attached*
  - There was an offer from a parent to donate and manage software for fundraising purposes, unfortunately we are unable to participate due to FERPA restrictions
  - 3(.5) snow days used in last week's storm. Moving forward, better communications will go out to let parents know that they should stay home if the conditions don't feel safe. We can apply for a J13 waiver to recover ADA. This does mean that we will be in session on the April 3rd and May 22nd ER days.
  - Building 6 is leased until March 2027. There was an offer made on the warehouses. Selling the warehouses to fund the solar project will save on power and earn us a rebate. That money would go towards repairing the pond. Amelia Barret is handling all negotiations.
  - Tax revenues are looking good.
4. Board and Committee Reports
  - a. Nomination & Recruitment
    - No meeting was held. There are currently 4 applications for 3 seats
  - b. Facilities
    - Defensible space was discussed, as well as solar, ponds, goats and the roof on building 2.
      - Goats will be donated and utilized to clear space around campus (the goats can return to the original owner if needed). It will be a "roving" setup. A goat shed will be built with donated supplies and construction if we supply the fencing. Staff will be responsible to let them out and back in each day for predator control. Insurance will be needed.

## Discussion Items

5. Discuss Mid-Year update to the LCAP - *See Attached*
  - No questions
6. Discuss 2025-26 Budget vs. Actuals (NCSA & Raven Springs) - *See attached*
  - We are looking on target, a few changes were in the 2nd interim due to an increase in utilities.
  - Collected more than anticipated in the AGC and instrument rentals.
  - Quickbooks has a Feb 20th cutoff for whole year projections, Cindy is working around this.
  - Enrollment is down due to a variety of reasons. We have a September 1 cutoff for 8th grade enrollment, this will not be the policy for independent study.
  - LCFF funding went down but we did get a 1 time Medi-cal boost and Title 1 went up.
  - Independent study will have 2 teachers, 48 students. Students will have 1 day of enrichment on campus, this will not come at an extra cost as we are utilizing staff that are already on campus.

## Action Items

7. Approve B-1 Financial Conditions Monitoring Report 2nd Interim  
Motion: Marina Gage 2nd: Jon Lefebre
8. Approve 2025-26 2nd Interim Budget (Raven Springs & NCSA)  
Motion: Brain Munn 2nd: Meshawn Simmons
9. Approve Special Education Salary Schedule
  - a. *See amended*Motion: Meshawn Simmons 2nd: Jaylee McGregor
10. Approve School Related Organizations Policy
  - a. *Amendment to include "Fundraising" in the introductory paragraph*
    - i. *FIG does not need to adhere to this because there is no funding involved*Motion: Marina Gage 2nd: Meshawn Simmons
11. Approve Independent Study Disenrollment Policy
  - a. *Postponed, needs revision*Motion: 2nd:
12. Approve Independent Study at Home Policy
  - a. *Postponed, needs revision*Motion: 2nd:
13. Approve Comprehensive School Safety Plan  
Motion: Jon Lefebre 2nd: Meshawn Simmons
14. Approve Board Resolution #1-2025-2026 NCSA as a Safe Place for All  
Motion: Brian Munn 2nd: Marina Gage
15. Approve Updated 2026-2027 Calendar  
Motion: Jaylee McGregor 2nd: Jon Lefebre

**Discussion Items**

16. The Board discussed equity issues at school related to gender identity

**Adjournment 7:00 p.m.**

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## **Director FYI Report**

### **March 26, 2026**

This report details highlights of the month, operational achievements and items that the Board may like to know and helps to satisfy compliance with our B-6 Communication to the Board policy as well as indicates progress toward our Ends. It is organized by the following:

1. Relevant financial information.
2. School level issues that help the board see the big picture.
3. Public events (activities and gatherings both on and off premises) of a nature that may affect the perception of the School in the community.
4. Internal and external changes like significant modifications to the normal pattern of school business.
5. Progress towards Ends Policies and LCAP

## **Plaudits**

- Samantha Jones is our Teacher Who Makes a Difference!
- Emily Ellsmore has agreed to help 2nd grade with their science curriculum. She is incredibly generous with her time and expertise.
- 2nd Grade Team for the successful Lorax performance, which they pulled off without asking any questions.
- Kelsey for her outstanding math teaching.
- Pablo for consistency, dependability, and care for children.
- Danielle for her clarity, direct communication, and deep care for children's education.
- Lori for her ability to tie lessons together across the curriculum, building stronger student engagement.
- Jessica for supporting all of TK. She is the ultimate team player and always looking for ways to support teachers and students.
- Rob at UC for his calm demeanor and being able to relate and diffuse students. He has a wonderful rapport with middle school and is easy going- he doesn't get fazed.

## **Financial Information**

- I did a budget presentation for the staff on March 6th. I shared the differences between restricted and unrestricted funds and showed them the programs that are significantly over budget. We discussed that one-time monies over the last several years have helped our financial position, but that we are not currently sustainable as

is. I have also let several people know that their positions may be eliminated or consolidated for the 26-27 year.

## Facilities Update

### B1

- A pipe broke between building one and the meter; we lost a lot of water, but Ian was able to isolate the leak, so school was not heavily impacted. We are attempting to locate the actual break in the pipe now.
  - Repairs have been made, and no leaks have been found.
- We have a signed lease with Della Haywood at Spectra Fx - she is an artist/paint maker.

### B2

- We are looking into a new roof. The roofing contractor has asked that an abatement team come out and quote that part of the service. It will be approximately 90K. Options are being discussed.

### B3

- Maintenance has been done on two of the three condensers. Only the West wing needs to be done. The work to be done by Joseph is tentatively scheduled for 3/20/26.

### B8

- A defrost board in the HVAC system failed. Repair was done on 3/16/26

### B9

- The elevator had issues that have been resolved.(A door chain came off the sprocket, causing a fuse to burn out.) One of the three 1.25 amp fuses in the control room was replaced after a bad one was found.
- An extensive quote for HVAC mini-splits has been received. We will review it with the facilities committee

### Overall

- Nev. Co. DOT has been masticating along Bitney Springs Rd.
- We are working our way through the latest fire plan. More clearing and fire-resistant vent screens are required.
- Facilities Committee met and reviewed a plan for deferred maintenance.

## Events

- Lottery will be drawn on March 31st.

### **Academic, Arts & Social Emotional Achievement**

- Still looking at math curriculum - we had a demo from Innovamat - which we liked a lot - but we are still worried that teachers need time with this curriculum to really know how it will work. We are discussion piloting for 6-8 weeks at the beginning of the year to really determine if this is the program for us. This could delay the adoption, but will potentially save us a great deal of money.
- Met with PAG last Friday and ran the idea of an advisory committee by them - they liked the idea. I will send something out to families that is more formal requesting a LOI if they would like to be committee members.
- I went to a training last week about systems change and it was amazing. I came back energized and ready to implement a PDSA (PlanDoStudyAct) for our MTSS (Multi Tiered Systems of Support) program. I can explain more in person, but this is very exciting!

### **Safe, Respectful and Equitable Conditions for Learning and Working**

- Sarah Dahl will be at the meeting to present her report on Staff Treatment.
- Field Studies numbers have definitely gone up - all grades have reached the 60% threshold for participation/communication and three grades have reached 60+% of payments received. Parents at PAG were concerned because students in 5th and 7th are worried their trip is going to be cancelled so we will be sure to let them know that is not the case.
- We began our "Kindness Connection" this month. Staff choose to participate and then receive a person who is their "connection". For the month of March and April we send them notes, give small gifts or words of encouragement. It's fun and uplifting!
- Parent Survey and 4th-8th Grade Surveys were sent this week.

### **Contributor and Collaborator to the Greater Community**

- Nothing to report



### ASSESSMENT OF ADEQUACY OF SUBJECT-MATTER KNOWLEDGE

*This form is to be used in assessing the adequacy of subject-matter knowledge of the subject(s) a teacher is petitioning to teach in a departmentalized setting, in kindergarten or in any of grades 1 through 12, in accordance with EC §44258.3.*

Teacher: Moorehead, Katie

Subject(s) being requested: Reading Intervention Specialist

Assessment Team Leader: Executive Director - Holly Pettitt

Assessment Team Members: Assistant Principal - Angie Maxson

Subject-Matter Specialist on Team/Consulted: \_\_\_\_\_

The assessment of the teacher's adequacy of knowledge of the subject-matter and appropriate state framework for the subject(s) being requested yielded the following:

Course of Study:

- Teaching Credential
- Orton-Gilliam Training
- California Reading Association Training
- Demystifying Dyslexia Training
- Seeing Stars - Linda Mood Bell
- Development Reading Assessment

State Curriculum Framework(s): Common Core State Standards

The following methods were used to determine the adequacy of subject-matter knowledge of the petitioning teacher:

- Successful prior teaching of the subject
- Successful completion of intensive professional development in the subject to be taught
- Review of a portfolio containing evidence of demonstrated knowledge
- Results of a semi-structured interview
- Successful completion of college or university course work in the subject
- Passage of an examination related to the course, grade level and state framework for the subject to be taught
- Observation of the teacher in the subject and grade level currently being taught by a subject matter specialist



- Observation of a demonstration lesson in the subject to be taught at the grade level to be taught
- Successful prior work experience in the content area
- Proof of professional performance in the content area
- Other (specify)

Based upon the assessments indicated, we recommend the following action:

- APPROVAL** of the teacher based upon verification of adequate knowledge at a level justifying:
  - Clear verification
  - Approval with professional growth/support plan including the following elements:

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- DISAPPROVAL** of the petition

The panel recommends that the following elements be included in the professional growth/ support plan:

Assessment Team Leader's Signature

3.26.26

Date



# Columinate

Catalysts for Common Good

To: Holly Pettitt, Executive Director, Nevada City School of the Arts  
From: Sarah Dahl, Workforce Equity, LLC  
February 23, 2026

## 2026 Employee Survey Policy Compliance Report for Nevada City School of the Arts

### PART ONE – EMPLOYEE SURVEY SUMMARY

#### ***SURVEY PURPOSE***

This employee survey was conducted to:

- Obtain accurate, non-anecdotal data on staff satisfaction at Nevada City School of the Arts
- Identify the co-op's strengths and weaknesses as an employer
- Identify areas for improvement in communications and operations
- Provide data for monitoring compliance with Board policies on Treatment of Staff
- Monitor progress from previous surveys Columinate conducted for Nevada City School of the Arts
- Provide a benchmark for future improvements in employment conditions

#### ***SURVEY METHODOLOGY***

The survey questionnaire was developed in collaboration with the Executive Director, Holly Pettitt. The database for this survey is 82 employees, 95% of those eligible, i.e. all staff who planned on returning next year and were at least 20% FTE.

Surveys were taken online using a survey program designed for Columinate by SurveyKey.net. The survey program generated the key codes and Valerie Bringolf was responsible for assigning them. Therefore, *I never knew which employee or survey was assigned which key code*. In this way anonymity was preserved. However, as the software administrator, I was able to tell which key codes had not been used so that Valerie could follow up with those individual employees to ensure that they completed the survey.

When people filled out the survey questionnaire, they had a choice of responses:

- 5 Strongly agree
- 4 Agree
- 3 Partly agree/partly disagree
- 2 Disagree

1 Strongly disagree  
No value No opinion

The survey software calculated average (mean) scores from these responses. Responses of “No Opinion” were not used in the averaging. Employees also had the option to write free-form comments at the end of each topic.

After analyzing the survey scores and reading the written comments, I conducted interviews with 16 employees who had been randomly selected from all survey participants. This number represented 20% of the survey participants. The purpose of the interviews was to help me understand the reasons behind the average scores and standard deviation on certain questions.

### ***INTERPRETATION OF SCORES***

Based on our experience with other employee surveys, we consider an average score over 3.50 to indicate relative satisfaction, and an average score of 4.00 or higher to indicate very high satisfaction, an area of strength in the perception of staff. A score of 4.00 requires that most respondents agree or strongly agree with a statement. As scores decline from 3.50 to 3.00, they indicate declining levels of satisfaction, and scores below 3.00 indicate outright dissatisfaction.

Standard deviation is a statistical tool that helps to interpret survey results. High standard deviation (1.10 or more) indicates that there is a wide diversity of opinion among survey participants on a particular question, while low standard deviation (.80 or less) shows that there is general agreement on a response. High and low standard deviation are neither good nor bad in themselves, but they can shed light on the meaning of a survey score.

In addition, standard deviation is considered along with average score as one of the recommended standards for questions about discrimination or harassment on the basis of status in a protected group. This is because it is possible for a minority to feel discrimination of which the majority is unaware. A high score could mask the existence of such a minority opinion unless standard deviation is considered, too.

***Keep in mind that surveys measure perception, not facts.*** I did not evaluate the actual employment practices of Nevada City School of the Arts. Rather, I measured employee agreement with statements about their employer.

### ***SURVEY RESULTS***

Out of the 56 questions on the survey that asked for agreement or disagreement, 34 (61%) scored 4.00 or more, 20 questions (36%) scored above 3.50 and 2 questions (4%) scored below 3.50 with no questions scoring below 3.00. Taken together, these results indicate that **Nevada City School of the Arts employees are very satisfied with many aspects of their workplace. They expressed some dissatisfaction in only a couple of areas.**

Furthermore, 1 question (2%) showed a high standard deviation (above 1.10) and 23 questions (41%) showed a low standard deviation (below .8). **These scores indicate that Nevada City School of the Arts employees agree more than disagree, on a majority of issues.**

Comparing these results to the full survey of 2024, 41 were used in the same or similar form in this survey. Of those questions:

- 25 (61%) increased in score over last year, and of those
  - 7 (17%) increased by more than 20 points
- 15 (37%) decreased in score over last year, and of those
  - 3 (7%) decreased by more than 20 points.

**From these scores we can conclude that staff are largely as satisfied as in 2024, with a small number of areas showing a significant increase or decrease in satisfaction over time.**

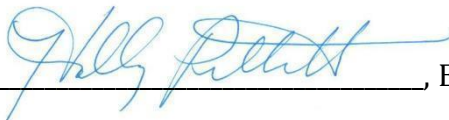
## **PART TWO – POLICY COMPLIANCE**

For each policy, if a management interpretation of that policy exists, it is cited. Then in a table you will find:

- ◆ the employee survey questions that directly relate to the policy or management interpretation of the policy,
- ◆ the recommended standard for compliance,
- ◆ the score on the question,
- ◆ whether the score indicates compliance with the policy, based on the recommended standard.

**Executive Limitations Policy: B-5 Staff Treatment and Compensation**  
**Board of Directors Meeting: March 26, 2026**

Unless indicated otherwise all information is accurate as of **March 23, 2026**.  
I certify that the information contained in this report and attachments is true.

Signed , Executive Director

**I report compliance with all parts of this report except B-5.4 (b) & (c)**

**Executive Limitation B-5** - The Executive Director must not treat staff in any way that is unfair, unsafe, or unclear.

**Interpretation:**

NCSA should be an exceptional workplace, with these limitation policies setting only the minimal expectations. The true goal should be to exceed these limitations and continually refine them as needed to reflect what is most important to overall staff morale and well-being.

Compliance with the policy stipulations concerning fairness and clarity will be achieved when employee surveys are at an overall 3.5 satisfaction rate and no formal complaints have been filed against the Director or the school.

Safe working conditions are determined both by staff perceptions of safety, the school's required annual Facilities Inspection Tool (FIT) Review, and objective assessments by insurance providers and/or other objective 3<sup>rd</sup> party inspectors conducted every three years.

**B-5 Operational Definitions:**

- a) A score of 3.50 or higher regarding overall satisfaction and fairness with NCSA reflects compliance.
- b) A score of 3.50 or higher regarding safety at NCSA reflects compliance.
- c) A score of 3.50 or higher on the Safety section of the Staff Survey
- d) The school monitors all accident reports filed each year with the goal being to keep the number of injuries below 3 per year.
- e) We will have our HR systems and practices reviewed by our attorneys any time we update policies. In addition, we utilize the services of our insurance organization Charter Safe, to help keep us updated on any new laws or workplace requirements
- f) 100% of our staff will complete all mandated training.

**B-5 Data:**

**a) Overall Satisfaction**

Survey Results:

	Compliance benchmark	<b>2026 Scores</b>	Does data indicate compliance? Y/N	2024 Scores	2022 Scores
64. I would recommend NCSA as a good place to work.	Score of 3.50 or above	<b>4.26</b>	Y	4.26	4.42
66. In general I am proud to be part of the NCSA community.	Score of 3.50 or above	<b>4.43</b>	Y	4.45	4.58
36. I believe administration are sincerely interested in the needs and welfare of the staff.	Score of 3.50 or above	<b>4.24</b>	Y	4.18	4.30
60. I receive recognition for my contributions to NCSA.	Score of 3.50 or above	<b>3.89</b>	Y	4.00	3.98

**b) Overall Fairness**

Survey Results:

	Compliance benchmark	<b>2026 Scores</b>	Does data indicate compliance? Y/N	2024 Scores	2022 Scores
27. Teaching and support staff are treated equitably in regard to race, sex, sexual orientation, gender identity and expression, religion, national origin, age, marital/parental status, veteran's status or mental or physical disability.	Score of 3.50 or above	<b>4.23</b>	Y	4.08	4.21
	Standard deviation (SD) not higher than 1.00	<b>0.76</b>	Y	.85	.94
28. In my own personal experience, I have been treated equitably in regard to race, sex, sexual orientation, gender identity and expression, religion, national origin, age,	Score of 3.50 or above	<b>4.38</b>	Y	4.18	4.31
	Standard deviation (SD) not	<b>.80</b>	Y	.81	.77

marital/parental status, veteran's status or mental or physical disability.	higher than 1.00				
26. I believe all NCSA staff are treated fairly, regardless of their role.	Score of 3.50 or above	<b>3.77</b>	Y	3.76	3.90
61. Expectations are upheld in a fair and consistent way for all staff in my department/team.	Score of 3.50 or above	<b>3.73</b>	Y	3.85	3.93

**c) Safety Satisfaction**

Survey Results on safe conditions:

	Compliance benchmark	<b>2026 Scores</b>	Does data indicate compliance? Y/N	<b>2024 Scores</b>	2022 Scores
63. The physical working environment (grounds, parking lot, offices, classrooms, hallways, storage rooms, rest room, ventilation, etc.) is safe.	Score of 3.50 or above	<b>3.77</b>	Y	<b>3.73</b>	4.13
64. Safety concerns are addressed promptly and efficiently.	Score of 3.50 or above	<b>3.97</b>	Y	<b>4.03</b>	4.30
65. I have been informed of our emergency plans/procedures.	Score of 3.50 or above	<b>4.30</b>	Y	<b>4.53</b>	4.48
61. Student discipline is handled effectively and fairly.	Score of 3.50 or above	<b>3.59</b>	Y	<b>3.74</b>	<b>3.93</b>

*FYI - While technically compliant, this score dropped by a lot. We did ask several teachers at lower campus what "fairness" meant to them. They feel like it is not fair that there are behaviorally challenged students that detract from the classroom and cause other students to lose learning time or make them feel unsafe. They would like to see swifter consequences for students with behavior needs.*

**d) Workers' Compensation** (Note that compliance is based on total number of reported injuries per year).

Year	# of Worker's Comp Claims	Total # reported injuries
2022	4	3
2023	3	2
2024	0	0

Year	# of Worker's Comp Claims	Total # reported injuries
2022	4	3
2023	3	2
2025	1	13

**FYI** - 7 of the 13 were a result of a TK student hitting an adult. That student has a 1-1 paraprofessional as a result of his behaviors. The rest were typical slips, trips and falls.

**e) Review of our HR Systems**

Our employee handbook was reviewed in May of 2025 by Young, Minnie & Corr. We have requested our HR Procedures and Practices be reviewed by Charter Safe multiple times and they have not been willing to do so. We are looking for either the lawyers or the county to come do an audit this year.

Reviewer	Review date
Chastin Pierman, YMC	5-1-25

**f) 100%** of staff have taken the Mandated Reporter training. 98% of the staff have taken the other required training. The 2% are recently hired employees. Technically only the Mandated Reporter training is mandatory. We allowed staff to use work time to complete their training.

**B-5.1 The Executive Director shall not operate without written personnel policies that:**

- Clarify rules for staff.
- Provide for fair and thorough handling of conflicts in a way that does not include the Council as a participant in the conflict resolution process.
- Are accessible to all staff.
- Inform staff that employment is neither permanent nor guaranteed.

**Interpretation:**

NCSA should have in place an employee handbook that states policies and procedures in a clear manner. The handbook should meet objective, professional standards, and each employee should receive this handbook when they are hired or after any amendments are made.

Complaint procedures have a special place in the employee handbook because they ensure that employees have a systematic way to address major issues without bias or fear of retaliation.

**B-5.1 Operational Definitions:**

- a) A current handbook will be on file with the HR department.
- b) A completed Employee Acknowledgement Form (on which employees indicate that they have received and read the handbook) will be in each employee's personnel file.
- c) Any complaints will be handled according to the process described in the employee handbook. A score of 3.50 or higher will be compliant with regard to providing for fair and thorough handling of conflicts in a way that does not include the Council as a participant in the conflict resolution process.
- d) The handbook and the employee contract will include specific language concerning the "at will" status of employment at NCSA.
- e) A score of 3.50 or higher will be compliant with regard to Clarity of Role, Evaluation and Mission.

**B-5.1 Data:**

- a) The HR Manager has a copy of the Employee Handbook on file.
- b) As of October 1, 2017, each employee's file included a signed Employee Handbook receipt acknowledgement form. This practice is part of the "new hire" process we follow.
- c) Pages 56-57 of the handbook details the complaint procedure. Please see Q. 34 results below for "fair handling of conflicts."

- d) Our handbook clearly indicates that all employees are at will. Although we do include this info at their contract signing meeting as a reminder.
- e) No written complaints have been filed for the last five years.

**Survey Results: Clarity of Role, Evaluation and Mission**

	Compliance benchmark	<b>2026 Scores</b>	Does data indicate compliance ? Y/N	2024 Scores	2022 Scores
2. NCSA's mission and vision have been clearly explained to me.	Score of 3.50 or above	<b>4.49</b>	Y	4.28	4.37
3. I see a clear connection between my work and NCSA's mission.	Score of 3.50 or above	<b>4.47</b>	Y	4.29	4.42
18. I've received and read my job description, and have a clear understanding of my role at NCSA and the expectations my role involves.	Score of 3.50 or above	<b>4.39</b>	Y	4.23	4.27
19. I am clear on the criteria that will be used within peer observations to evaluate my job performance.	Score of 3.50 or above	<b>3.95</b>	Y	3.75	3.84
20. As a result of my peer observations/evaluation meetings, I have clear, meaningful and measurable goals for myself.	Score of 3.50 or above	<b>3.99</b>	Y	4.04	4.29
32. The different offices and roles within NCSA are well coordinated and supportive.	Score of 3.50 or above	<b>3.92</b>	Y	3.96	4.06

**Fair and thorough handling of conflicts**

**Survey Results:**

	Compliance benchmark	<b>2026 Score</b>	Does data indicate compliance? Y/N	2024 Score	2022 Score
34. When conflicts arise between NCSA staff, they are effectively resolved.	Score of 3.50 or above	<b>3.79</b>	Y	3.75	3.98

**B-5.2 The Executive Director shall not cause or allow personnel policies to be inconsistently applied.**

**Interpretation:**

I interpret this policy to mean that I must adhere to all of my policies and treat staff fairly so that they perceive that the policies are followed consistently.

**B-5.2 Operational Definitions:**

- a) The Executive Director and Business Manager will be trained in their management duties at least annually.
- b) A score of 3.50 or higher regarding general treatment at NCSA will be considered compliant.

**B 5.2 Data**

- a) Administration Training

**Professional Development & Leadership Trainings**

<b>Date Completed</b>	<b>Completed (Employee Name)</b>	<b>Training Title</b>
7/31/25	Erin Chester - HR Director	CCAC Conference - HR Workshop
12/3/25	Holly Pettitt/Dre Maher	Farm to School Conf.
8/13/25	Holly Pettitt/Erin Chester	Supervision & Evaluations - SSC
9/24/25	Holly Pettitt	Mystery of School Finance - SSC
12/25-5/26	Cindy Jurado	CBO Training
3/17/26	Holly Pettitt	Systems Change Training

- a) **Consistency - General Staff Treatment**  
**Survey Results:**

	<b>Compliance benchmark</b>	<b>2026 Scores</b>	<b>Does data indicate compliance ? Y/N</b>	<b>2024 Scores</b>	<b>2022</b>
27. Teaching and support staff are treated equitably in regard to race, sex, sexual orientation,	Score of 3.50 or above	<b>4.23</b>	Y	4.08	4.21

gender identity and expression, religion, national origin, age, marital/parental status, veteran's status or mental or physical disability.	Standard deviation (SD) not higher than 1.00	<b>.76</b>	Y	.85	.94
28. In my own personal experience, I have been treated equitably in regard to race, sex, sexual orientation, gender identity and expression, religion, national origin, age, marital/parental status, veteran's status or mental or physical disability.	Score of 3.50 or above	<b>4.38</b>	Y	4.18	4.31
	Standard deviation (SD) not higher than 1.00	<b>.80</b>	Y	.81	.77
61. Expectations are upheld in a fair and consistent way for all staff in my department/team.	Score of 3.50 or above	<b>3.73</b>	Y	3.93	3.93
26. I believe all NCSA staff are treated fairly, regardless of their role.	Score of 3.50 or above	<b>3.77</b>	Y	3.76	3.90
32. Administration / department coordinators deal with my concerns in a confidential manner.	Score of 3.50 or above	<b>4.21</b>	Y	4.05	3.98

**B-5.3 The Executive Director shall not provide for inadequate documentation, security and retention of personnel records and all personnel related decisions.**

**Interpretation:**

NCSA will securely maintain employee and employment files for every employee and applicant for the appropriate length of time.

**B-5.3 Operational Definitions:**

- a) Records will be held in a secure location.
- b) NCSA follows all state and federal requirements for record retention.
- c) Only authorized personnel have access to employee records. Our policy regarding employee records is located on page 49 of the employee handbook.

**B-5.3 Data:**

- a) All records are locked and there are no instances of records missing or compromised.
- b) There are no known instances of noncompliance with state and federal record retention requirements.
- c) There has been no unauthorized use of personnel records.

**B-5.4 The Executive Director shall not establish compensation and benefits that are internally or externally inequitable.**

**Interpretation:**

I interpret this policy in two ways. First, we must adhere to the agreed upon salary schedules reviewed by the staff. We will follow the listed guidelines for placement on the Classified and Certificated Salary Schedules. Second, that we will be within the 50<sup>th</sup> percentile of average salaries based on a county-wide comparison with other schools of our size.

**B-5.4 Operational Definitions:**

This policy establishes four criteria:

- a) NCSA employees should be able to anticipate that they will receive a wage based on their job description and that job’s placement on the salary schedule.
- b) Wages paid by NCSA are an average of the 2024-25 county comparison and within the 50<sup>th</sup> percentile of similar sized schools. A score of 3.50 or higher on the Staff Survey regarding wages will be considered compliant.
- c) Benefits offered by NCSA should compare favorably to benefits offered by similar-sized schools in our region (comparison of this data to other businesses is very difficult, but other schools share this information).
- d) No NCSA employees should receive benefits that are not offered to other employees of the same employment status (full or part-time).

**B-5.4 Data:**

- a) All NCSA employees are placed on a salary schedule.
- b) **Non-Compliant** - A quick comparison of some local school districts’ salary schedules for this year (25/26) show that we are under paying our long term teachers by about \$5K a year and our newer teachers by about \$2K a year. As for classified staff - specifically assistants - we are under paying them by about \$1/hour. This is likely to continue given our current financial concerns.

**Survey Results for external equity:**

	Compliance benchmark	2026 Scores	Does data indicate compliance? Y/N	2024 Score	2022 Score
49. My wage is fair compared to similar jobs in the area.	Score of 3.50 or above	3.45	N	3.57	3.61

	Compliance benchmark	2026 Scores	Does data indicate	2024 Scores	2022 Scores
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			compliance ? Y/N		
50. The compensation for my role is fair in relation to other roles at NCSA.	Score of 3.50 or above	<b>3.81</b>	Y	3.84	3.76
24. I am satisfied with my professional development.	Score of 3.50 or above	<b>4.05</b>	Y	3.93	3.92
53. I am satisfied with my wellness offerings	Score of 3.50 or above	<b>4.14</b>	Y	N/A	N/A
54. I am satisfied with my health benefits.	Score of 3.50 or above	<b>3.02</b>	N	3.49	3.34
55. I am satisfied with my prep time.	Score of 3.50 or above	<b>3.65</b>	Y	3.68	3.65
56. I am satisfied with my aide support.	Score of 3.50 or above	<b>3.67</b>	Y	3.93	3.89

- c) Non-Compliant** - Our Benefit Analysis Comparison from this year, indicates that our benefits compare favorably to what other schools provide. All staff who work 30+ hours are offered full benefits. We increased the Employee only cap to \$10,500 and \$14,300 for Family coverage (prorated based on hours). Staff have access to either the State Teachers Retirement System (STRS) or a 403 (b) retirement plan with a 4% employer matching contribution. However, given the current health care in California and the continued rising costs, our staff continue to feel benefits are too low. A suggestion from the survey was to not offer benefits for children or spouses and only for employees so employees would have no out-of-pocket costs for benefits. Cindy and I plan to create a benefits committee beginning in June with staff to discuss different options.
- d)** Employees are offered the same benefits depending on their hours.
- e)** No complaints (valid or not) about benefits were filed during this reporting period.

**B-5.5 - The Executive Director shall not change the Executive Director's own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.**

**Interpretation:**

The Executive Director's compensation and benefits are agreed to by the Council and the Director. If NCSA changes benefits that affect all employees, the Director's benefits may also change.

**Operational Definitions:**

- a) The Business Manager will provide the Council with a signed memo detailing the Executive Directors compensation and benefits and will specify any changes in benefits that affected the Executive Director's package since the most recent contract decision.

**Data:**

- a) There have been no changes to the ED's benefit package since the most recent contract decision in December.