



**REGULAR MEETING OF THE GOVERNING BOARD  
ADOPTED MINUTES**

Date: Thursday, April 11, 2019  
Meeting Place: Horizon Charter Schools Board Room  
2800 Nicolaus Road, #100  
Lincoln, CA 95648

**REGULAR BUSINESS MEETING  
3:00 P.M. START**

1. CALL TO ORDER – Horizon Charter Schools Board Room- 3:00 p.m.

PLEDGE OF ALLEGIANCE

ROLL CALL

- X Parent Representative: Kimberly Dahlstrom
- Education/Community Representative: Mary-Lou Smith - **Absent**
- X Parent Representative: Joe Dutra
- X Community Representative: Milly Nuñez
- Parent Representative: Vacant

2. COMMUNICATION FROM THE PUBLIC

*This portion of the meeting is set aside to allow an opportunity for individuals to address the Governing Board regarding matters not on the Agenda but within the Governing Board's subject matter jurisdiction. The Governing Board is not allowed to take action on any item that is not on the Agenda, except as authorized by Government Code Section 54954.2. Request cards for this purpose, "Speaker Cards", are located at the entrance to the Board Room. Speaker Cards are to be submitted to the Board Secretary before the start of the meeting.*

**3:10 P.M.** – 3:02 p.m.

3. CLOSED SESSION – Superintendent’s Office, 2800 Nicolaus Road, #100, Lincoln, CA

3.01 ADMISSION OF EXPELLED STUDENT(S) – (Government Code Section 48918)

JaDene Jones, Director of Operations

3.02 CONFERENCE WITH REAL PROPERTY NEGOTIATORS (Government Code Section 54956.8) APN 329-010-034

Horizon Learning Center Negotiators:

Chip Eady, ESQ, Procopio Law Firm

Aiko Yamakawa, ESQ, Procopio Law Firm

Cynthia Wood, EdD, Superintendent/ Chief Executive Officer

Kevin Sheehan, Kidder & Matthews

3.03 PUBLIC EMPLOYEE PERSONNEL: Appoint, Employment, Evaluation of Performance, Discipline or Dismissal/Release of Public Employee (Government Code Section 54957)

Lindsay Moore, ESQ, Kingsley Bogard, LLP

James Traber, ESQ, Fagen, Freidman and Fulfroost, LLP

Cynthia Wood, EdD, Superintendent/ Chief Executive Officer

Terri McGill, Assistant Superintendent, Administrative Services/ Chief Operations Officer

3.04 CONFERENCE WITH LABOR NEGOTIATORS (Government Code Section 54957.6) Labor Negotiations- HCEA (Horizon Certificated Employees Association)

Lindsay Moore, ESQ, Kingsley Bogard, LLP

Paul Thompson, ESQ, Fagen, Friedman and Fulfroost, LLP

Cynthia Wood, EdD, Superintendent/ Chief Executive Officer

Terri McGill, Assistant Superintendent, Administrative Services/ Chief Operations Officer

Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer

3.05 CONFERENCE WITH LABOR NEGOTIATORS (Government Code Section 54957.6) Labor Negotiations- HCSCA/CTA/NEA (Horizon Charter Schools Association/California Teachers Association/National Education Association)

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Cynthia Wood, EdD, Superintendent/ Chief Executive Officer

Terri McGill, Assistant Superintendent, Administrative Services/ Chief Operations Officer

3.06 POLICY 3.4: MONITORING CEO PERFORMANCE (Government Code Section 54957)

Employment Agreement for Superintendent/ Chief Executive Officer: Goals and Objectives

Horizon Charter Schools Governing Board  
James Traber, ESQ, Fagen, Freidman and Fulfrost, LLP  
Cynthia Wood, EdD, Superintendent/ Chief Executive Officer

**5:30 P.M.**

4. ADJOURN TO OPEN SESSION

The Governing Board will disclose any action taken in Closed Session regarding the following items:

4.01 ADMISSION OF EXPELLED STUDENT(S) – (Government Code Section 48918)

JaDene Jones, Director of Operations

No action taken.

4.02 CONFERENCE WITH REAL PROPERTY NEGOTIATORS (Government Code Section 54956.8) APN 329-010-034

Horizon Learning Center Negotiators:  
Chip Eady, ESQ, Procopio Law Firm  
Aiko Yamakawa, ESQ, Procopio Law Firm  
Cynthia Wood, EdD, Superintendent/ Chief Executive Officer  
Kevin Sheehan, Kidder & Matthews

Direction given to the Superintendent.

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Section 54957)

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James Traber, ESQ, Fagen, Freidman and Fulfrost, LLP  
Cynthia Wood, EdD, Superintendent/ Chief Executive Officer  
Terri McGill, Assistant Superintendent, Administrative Services/ Chief Operations Officer

Direction given to the Superintendent.

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Direction given to the Superintendent.

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Direction given to the Superintendent.

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Horizon Charter Schools Governing Board  
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Cynthia Wood, EdD, Superintendent/ Chief Executive Officer

No action taken.

#### **5:40 P.M.**

#### 5. STUDENT PRESENTATION

None

#### 6. REPORTS AND COMMUNICATION

##### 6.01 Communication from the Public

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Becky Morales, Jalaine Morgan and Kathleen Byers addressed the Governing Board regarding the following topics:

- Supervising Teachers who have left and accepted positions at different schools, mentioning that the pay raises were not the only problem.
- Underlying issues which have continued to be a problem are still resulting in teachers feeling overwhelmed and under-appreciated
- There were once committees where teachers and staff were allowed and encouraged to participate. That does not happen any longer.
- J. Morgan remarked about the email where C. Wood stated that the Governing Board preferred to only hear from the staff and public at the regularly scheduled Board meetings.
- K. Byers requested that the Board approve a 6% raise for classified staff.

6.02 Horizon Certificated Employees Association

- No Statement attached.

J. Morgan, B. Morales and D. Dutton, read the HCEA statement and asked that the minutes reflect their complete statement. Below is a summarized version, a complete copy is on file with the Board Secretary.

- Horizon teachers are grateful that the TA passed and a new salary schedule has been implemented for the 19/20 school year; however, there are other concerns that many staff members, not just teachers feel need to be addressed such as transparency, morale and school climate.
- Some veteran ST's have accepted employment elsewhere as they feel Horizon is a discouraging place to work.
- Staff members have seen the lack of transparency at our governing board meetings and/or when communicating with the CEO and Board members. Some examples are emailing the Board and receiving generic responses given on behalf of the Board by the CEO, and the unwillingness of the Board to communicate with Horizon staff members and parents.
- We had a board representative resign from the Horizon Governing Board last November. Some of her reasons were; control of board communication, having responses written on her behalf or generic letters drafted for the Governing Board by the Superintendent, and she feels the Board members are seemingly isolated.
- We are asking the Board to reach out to teachers, staff and administrators at Horizon. HCEA has asked several times to meet with Board members within the Brown Act guidelines. HCEA would like to invite small groups or individual Board members to set-up informal meetings with teachers to talk about school issues on a regular basis.
- Under transparency our Board members spend a great deal of time in closed session with our Superintendent. We found that "most" large districts spend an hour or less in closed session.
- We are concerned that our Board minutes don't accurately reflect people who are actually present in closed session. If people are not in the closed session meeting, then their names should not be reflected in the minutes.
- We would like an HCEA representative to see the election and appointment process for Board positions and be able to be involved in the election and appointment process of Board positions.
- We would like to formally request that the Governing Board amend the bylaws to allow Horizon employees to serve on the Governing Board.

6.03 HCSCA/CTA/NEA (Horizon Charter Schools Association/California Teachers Association/National Education Association)

- No statement attached.

J. Quinones read the HCSCA/CTA/NEA statement:

HCSCA is asking the Board to accept our counter proposal presented to HCS Administration on April 4, 2019. Accepting our counter proposal would send a strong message that we are valued and our well-being matters. With increasing Medical Premiums your approval of our proposal would help offset those costs.

- 6.04 Assistant Superintendent, Business Services/ Chief Business Official – Rebecca Courtright

R. Courtright spoke on the Cost of Living Adjustment (COLA). The May revised meeting will take place prior to the May Governing Board meeting, and will be communicated at that time.

- 6.05 Superintendent/ Chief Executive Officer – Cynthia Wood, EdD – 5:32 p.m.
- Horizon Charter School Education Foundation (HCSEF) 3rd Annual Art Contest Awards

Horizon Charter School Education Foundation (HCSEF) 3rd Annual Art Contest Awards - C. Wood addressed the audience and spoke of the Horizon Charter School Education Foundation, acknowledging the members in the audience. Seventy students participated in this year's Art Contest. Photos were taken of the winning students with their artwork.

## 7. CONSENT AGENDA

### NOTICE TO THE PUBLIC

*All items on the Consent Agenda will be approved with one motion, which is not debatable and requires a unanimous vote for passage. If any member of the Board, Superintendent, or the public so request, items may be removed from this section and placed in the regular order of business following the approval of the consent agenda.*

- 7.01 Consideration and approval of Meeting Minutes:
- March 21, 2019, Regular Meeting of the Governing Board
- 7.02 Consideration and approval of Enrollment Report – Rebecca Courtright, Assistant Superintendent, Business Services/ Chief Business Official; Yvonne Allen, Director, Business Services
- 7.03 Consideration and approval of Warrant Report – Rebecca Courtright, Assistant Superintendent, Business Services/ Chief Business Official; Yvonne Allen, Director, Business Services
- 7.04 Consideration and approval of Certificated Personnel Report – Terri McGill, Assistant Superintendent, Administrative Services/ Chief Operations Officer

- 7.05 Consideration and approval of Classified Personnel Report – Terri McGill, Assistant Superintendent, Administrative Services/ Chief Operations Officer
- 7.06 Consideration and approval of the 2019 Webfeedback Climate Surveys of Parents (\$375.), Students (\$275.) and Staff (\$175.) for a total amount of \$825.00 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer
- 7.07 Consideration and approval of the Read Naturally Live- 30 License Renewals at \$23. each for a total amount of \$690.00 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Eric Sweiven Director of Online Learning & Ed Tech
- 7.08 Consideration and approval of the 3P Learning Mathseeds Renewal of 125 Online Licenses at \$9. each for a total amount of \$1,125.00 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Caitlin Hartman, Director Curriculum and Instruction
- 7.09 Consideration and approval of the Lumos Learning Print and Online Test Preparation Materials Renewal in the amount of \$34,094.52 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Caitlin Hartman, Director, Curriculum and Instruction
- 7.10 Consideration and approval of ALEKS Web-based and Learning System 1-year Renewal of 50 subscriptions at \$50.50 each, for a total amount of \$2,025.00 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Eric Sweiven, Director of Online Learning & Educational Technology
- 7.11 Consideration and approval of One (1) IXL Web-Site License Renewal in the amount of \$3,240.00 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Eric Sweiven, Director of Online Learning & Educational Technology
- 7.12 Consideration and approval of Rosetta Stone Foreign Language Online Subscription Renewal of 75, 12-month licenses at \$135. Each for a total amount of \$10,125.00 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Caitlin Hartman, Director of Curriculum and Instruction
- 7.13 Consideration and approval of the APEX Learning Virtual School Renewal Quote for 30 courses at \$300. each, for a total amount of \$9,000 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Eric Sweiven, Director of Online Learning & Educational Technology
- 7.14 Consideration and approval of Zoom Video Productions Annual Subscription Renewal of Education Annual, in the amount of \$1,884.82 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Eric Sweiven, Director of Online Learning & Educational Technology

- 7.15 Consideration and approval of Brain POP 12-month Subscription Renewal of 2,277 licenses at \$3.30 each and 123 New 12-month licenses at \$3.30 each for a total amount of \$7,920.00 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Eric Sweiven, Director of Online Learning & Educational Technology
- 7.16 Consideration and approval of Hoonuit – Ed Technology 1-Year District-Wide Renewal good through August of 2020, in the amount of \$7,147.00 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Eric Sweiven, Director of Online Learning & Educational Technology
- 7.17 Consideration and approval of Pearson Realidades 1-Year Extension License- Level 1-75 licenses at \$8.47 each; 2-Year Extension License- Level 2-75 licenses at \$8.47 each; 1-Year Extension License Level 3-25 licenses at \$8.47 each, for a total amount of - \$1,482.25- Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Eric Sweiven, Director of Online Learning & Educational Technology
- 7.18 Consideration and approval to Purchase 300 Reading Eggs/Reading Smart Online Subscription Renewal of 90 seats English Language Development Reading Smart, 50 seats English Language Development Reading Eggs, 50 seats for Intervention Reading Eggs, and 110 seats for Independent Study students (who will use Instructional Funds to purchase) for a total amount of \$4,140.00 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Caitlin Hartman, Director Curriculum and Instruction
- 7.19 Consideration and approval of Edmentum CTE Courses Renewal of 160, 12-month licenses for a total amount of \$44,800 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Eric Sweiven, Director of Online Learning & Educational Technology
- 7.20 Consideration and approval of Discovery Education Subscription Renewal of one Streaming Plus High School License in the amount of \$3,150.00 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Eric Sweiven, Director of Online Learning & Educational Technology
- 7.21 Consideration and approval of Placer County Career Technical Education Incentive Grant Consortium – CTEIG Consortium Memorandum of Understanding (MOU) Renewal to June 2020 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer
- 7.22 Consideration and approval of Church of the Foothills Facility Rental for CAASPP Testing the week of May 7-10, 2019 (this item was approved by the Governing Board at the August 2018 meeting, and poses no additional costs) – Terri McGill, Assistant Superintendent, Administrative Services/Chief Operations Officer; JaDene Jones, Director, Operations



- 7.23 Consideration and approval of the Sutter Health Plus Renewal for the 2019/2020 school year. Cost will be based on employee enrollment – Terri McGill, Assistant Superintendent/Chief Operations Officer
- 7.24 Consideration of the Western Health Advantage (WHA) Renewal for the 2019/2020 school year. Cost will be based on employee enrollment – Terri McGill, Assistant Superintendent/Chief Operations Officer
- 7.25 Consideration of the PayFlex Systems Renewal (FSA) for the 2019/2020 school year. Cost will be based on employee enrollment – Terri McGill, Assistant Superintendent/Chief Operations Officer
- 7.26 Consideration and approval of Eight (8) Year Lease Extension Renewal for 879 1<sup>st</sup> Street, Lincoln, Pending Legal Approval – Cynthia Wood, EdD, Superintendent/Chief Executive Officer

Motion by: J. Dutra  
 2<sup>nd</sup> by: K. Dahlstrom

	Aye	No	Abstain	Absent
Kim Dahlstrom:	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mary-Lou Smith	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Joe Dutra:	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Milly Nuñez:	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Motion carried.

## 8. INFORMATION/DISCUSSION/ACTION

***“ACTION”:*** Indicates items the Board has seen previously  
***“Action”:*** Indicates items the Board is seeing for the first time

### 8.01 Information/Discussion/ACTION

Consideration of the Proposition 39-Clean Energy Grant Lighting Project with Absolutely Electric (sole bidder) through June 30, 2019 in the amount of \$118,314 - Rebecca Courtright, Assistant Superintendent, Business Services/Chief Business Official

- R. Courtright explained that this item is the lighting portion of the Clean Energy Grant monies that we have received. This item has been brought back for final approval and is the same contract that was brought before the Governing Board last year.
- The lighting project was designed to reduce energy costs to help offset the HVAC portion. The HVAC was failing at Venture and Nicolaus and this portion of the project was much more expensive.
- If we do not go forward with the lighting, we may miss the energy savings target needed to make the HVAC project affordable under the grant, which would jeopardize the funding for the HVAC project.

- The project came to the Board as two (2) contracts, which are separate, so the Board must act on each one separately.
- C. Wood stated she has been in negotiations with the building owners. They will not consider reducing our lease costs based upon the contribution of the lighting project.
- R. Courtright stated there is \$118K left in the grant and that amount would go back. A portion of the grant paid for the manager who compiled the technical work that was reported to the Energy Commission to qualify us for the money.
- If we do not have the energy efficiency savings that were put forth in the total original project, we may jeopardize the \$300K to \$400K that we have already spent on the HVAC.
- R. Courtright stated that the money must be encumbered by the end of the fiscal year or it will be lost. Should the Governing Board take an action tonight, May or June, would it be enough time to get it done.
- R. Courtright stated these two (2) projects are contingent upon one another. We put forth the plan and they have a right to come out and audit the plan at any time. They could ask for the check to verify what we spent on the HVAC. They require that we follow their proposal in order to have the money for the Grant. The longer we wait to do it will reduce our savings.
- J. Dutra questioned the fact that there is only one bid (Absolutely Electric) – even though it is a ‘specialty’ business, it’s difficult to know without another company to compare.
- R. Courtright stated that both projects were published in the newspapers for two (2) weeks to request bids from other companies.

Motion by: M. Nuñez

2<sup>nd</sup> by: J. Dutra

	Aye	No	Abstain	Absent
Kim Dahlstrom:	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mary-Lou Smith	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Joe Dutra:	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Milly Nuñez:	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Motion carried.

#### 8.02 Information/Discussion/Action

Consideration of the Acellus Renewal of 200 licenses and an additional 800 new student licenses at \$100. each valid through June 30, 2020, for a total amount of \$100,000 - Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Eric Sweiven, Director of Online Learning & Educational Technology

- K. Collins addressed the Governing Board regarding the new Acellus subscriptions as well as the renewals. It is a standards based curriculum. This program has been getting rave reviews from students.
- This is the selected curriculum for Academic Recovery. J. Dutra inquired as to whether or not there are other competitors and E. Sweiven stated that there are not any competitors at this price point. Demonstrated progress is easy to see.
- M. Nuñez asked how it works. D. Dutton stated that her SPED students are making huge progress with this program.
- J. Dutra asked if it is self-paced. E. Sweiven stated that it is determined on an individual basis. Teachers may intervene when students are stuck on certain items. It can also be printed out and taken home to study.

Motion by: J. Dutra

2<sup>nd</sup> by: M. Nuñez

	Aye	No	Abstain	Absent
Kim Dahlstrom:	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mary-Lou Smith	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
Joe Dutra:	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Milly Nuñez:	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Motion carried.

#### 8.03 Information/Discussion/Action

Consideration of Horizon Charter Schools Classified Association/California Teachers Association/National Education Association (HCSCA/CTA/NEA) Tentative Agreement 2018/2019 - Cynthia Wood, EdD, Superintendent/Chief Executive Officer

No action taken.

#### 8.04 Information/Discussion/Action

Consideration of the Horizon Charter School Governing Board Vacancy – Cynthia Wood, EdD, Superintendent/Chief Executive Officer

- Parent Representative Position
- B. Morales spoke to the Governing Board and delivered the following statement regarding the current vacancy for a Parent Representative on the Governing Board. The Board Secretary has the complete statement on file.

- We understand that two parents have applied for the vacant parent representative position. At least one of the parents submitted her application before the initial February 18<sup>th</sup> deadline. The deadline was extended to April 23<sup>rd</sup>. Why would the deadline be extended when a qualified and willing parent submitted an application before the initial February 18<sup>th</sup> deadline? Now we've received notice that candidates won't be interviewed until the May 16<sup>th</sup> board meeting. We are disappointed that there seems to be no urgency by the board to fill this vacant board position.
- K. Dahlstrom inquired if any information has gone out regarding the balloted votes. C. Wood stated that it has not, and she will be meeting with the GB Secretary on Monday, 4/15. The fact that we reposted the position is not a reflection on those who have already put in for the position. C. Wood stated that she has clarified that with one of the other candidates.

No action taken.

## 9. INFORMATION/ DISCUSSION

- 9.01 Consideration of the Comprehensive Support & Improvement Presentation – Kelly Collins, Assistant Superintendent, Educational Services/Chief Academic Officer; Rebecca Courtright, Assistant Superintendent, Business Services/Chief Business Official; Yvonne Allen, Director, Business Services

## 10. GOVERNING BOARD

### 10.01 BOARD MEMBER REPORTS/COMMENT

The GB is requesting the Superintendent to move the meeting from May 16 to May 23 once a quorum is established.

### 10.02 FUTURE AGENDA ITEMS

- April 25, 2019, 5:30 p.m. - Special Meeting of the Governing Board

Prospective GB members will be invited to attend. This meeting will be posted in accordance to the Brown Act.

- May 16, 2019 - Regular Meeting of the Governing Board

**CLOSED SESSION – Superintendent’s Office, 2800 Nicolaus Road, #100, Lincoln, CA**

7:28 p.m.

- 3.02 CONFERENCE WITH REAL PROPERTY NEGOTIATORS (Government Code Section 54956.8) APN 329-010-034  
Horizon Learning Center Negotiators:  
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Direction given to the Superintendent.

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No action taken.

## 10. GOVERNING BOARD

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### 10.02 FUTURE AGENDA ITEMS

- April 25, 2019, 5:30 p.m. - Special Meeting of the Governing Board
- May 16, 2019 - Regular Meeting of the Governing Board

## 11. ADJOURNMENT

*Information for the Public*  
*Members of the public wishing to comment on any items should complete a Speaker's Card. Speaker's Cards are located at the entrance to the Board Room. Speaker's Cards are to be submitted to the Board Secretary before the start of the meeting. Backup materials for this agenda are available at the Horizon Charter Schools Administrative Offices located at 2800 Nicolaus Road, Suite 100, Lincoln CA 95648.*  
*Members of the public may submit a written request for the entire agenda packet to:*  
*Horizon Charter Schools Board Secretary*  
*PO Box 489000*  
*Lincoln, CA 95648*  
*The request must be submitted ten working days before the meeting.*  
*Individuals requiring disability-related accommodations or modifications including auxiliary aids and services to participate in the Governing Board meeting should contact the Chief Executive Officer or designee in writing, at least two (2) days before the meeting date. Government Code 54954.1*

This agenda is posted at least 72 hours in advance of the meeting at:  
Horizon Administration Office, 2800 Nicolaus Road Suite 100, Lincoln, California,  
and on the Horizon Charter Schools Website: [horizoncharterschools.org](http://horizoncharterschools.org)  
The Governing Board may be reached via e-mail at: [horizonboard@hcs.k12.ca.us](mailto:horizonboard@hcs.k12.ca.us)  
Via U.S. Mail at: Horizon Governing Board, P.O. Box 489000, Lincoln, CA 95648  
Or by leaving a message with the Board Secretary at: 916-408-5236

\*Please note: items on the agenda may not be addressed in the order they are scheduled. Board may alter the order at their discretion.