

**VENTURA COUNTY BOARD OF EDUCATION  
MINUTES OF REGULAR MEETING OF  
December 11, 2023**

**A. CALL TO ORDER**

The County Superintendent will preside over the Organization meeting until the Board President has been elected (A.1 – A.4)

1. Call To Order, Pledge of Allegiance to the Flag, and Moment of Reflection  
The Regular Board Meeting of the Ventura County Board of Education, Agenda No. 23-16, was called to order by Dr. César Morales, County Superintendent of Schools at 6:01 p.m. on Monday, December 11, 2023, in the Board Room of the VCOE Conference and Educational Services Center at 5100 Adolfo Road, Camarillo. The Pledge of Allegiance to the Flag was led by Dr. Morales, followed by a moment of reflection.
2. Roll Call  
Trustees Present  
Rachel Ulrich, Area 1  
Michael Teasdale, Area 2  
Dr. Mark Lisagor, Area 3  
Arleigh Kidd, Area 4  
Dr. Ramon Flores, Area 5  
  
VCOE Personnel Present:  
Dr. César Morales, County Superintendent of Schools  
Misty Key, Deputy Superintendent, Fiscal & Administrative Services  
Dr. Consuelo Hernandez Williams, Associate Superintendent, Student Services  
Lisa Salas Brown, Associate Superintendent, Educational Services  
Dr. Juan Santos, Assistant Superintendent, Human Resources  
Lisa Bork, Sr. Executive Assistant  
Aurelia Roman, Executive Assistant  
Brian Meza, Facilities
3. Approval of Agenda  
Remove C1 from the agenda, Interdistrict Attendance Appeal #23-21 was withdrawn. Dr. Lisagor made a motion to approve the amended agenda. Dr. Flores seconded the motion, and the motion passed 5:0.
4. Organization – Election of Officers: Board President  
In accordance with Board Policy No. 9121, “President,” the Board President will also serve as the Representative to Vote in Election for Members of the County Committee on School District Organization.

Dr. Morales commented on Mr. Kidd and his excellent service this last year as Board President.

Mr. Teasdale nominated Dr. Mark Lisagor to be the 2024 Ventura County Board of

Education President. The motion was seconded by Mr. Kidd. Dr. Lisagor accepted the nomination. Ms. Ulrich made a motion to approve, Dr. Flores seconded the motion. The motion passed 5:0.

Dr. Lisagor said it was a pleasure last year to have Arleigh Kidd as the Board President. Mr. Kidd did a great job; he was busy in the community, visited a lot of schools and attended many graduations. He set the bar high.

***The newly elected President, Dr. Mark Lisagor assumed leadership of the meeting.***

5. Organization – Election of Officers: Board Vice-President

Mr. Teasdale, nominated Dr. Ramon Flores for Vice-President of the Ventura County Board of Education. The motion was seconded by Mr. Kidd. Dr. Flores accepted the nomination. The motion passed 5:0.

6. Organization – Set Date, Time and Place of Meetings

The Board reviewed the proposed 2024 Ventura County Board of Education meeting schedule. Regular meetings are scheduled on the fourth Monday of each month from 6:00 – 9:00 p.m. Extra meetings, for the purposes of Budget Study Sessions and the LCAP Public Hearing, are held on Friday's from 8:00 to 10:00 a.m. The March meeting is off schedule due to the Second Interim report being due to CDE by March 15<sup>th</sup>.

Mr. Teasdale made a motion to approve the 2024 Board meeting calendar. Dr. Flores seconded the motion and it passed 5:0.

7. Organization – Certification of Signatures

Board members signed the 2024 Certification of Signatures.

**B. PUBLIC COMMENTS**

None

**C. HEARINGS**

Interdistrict Attendance Appeal #23-21 was withdrawn.

**D. CLOSED SESSION**

None

**E. PRELIMINARY**

1. Approval of Minutes of Regular Board Meeting of November 27, 2023.

Dr. Flores made a motion to approve the minutes of the Regular Board meeting of November 27, 2023. Mr. Kidd seconded the motion and it passed (5:0).

**F. CORRESPONDENCE**

None

**G. PRESIDENT'S AND BOARD MEMBERS' REPORTS.**

1. Upcoming Events

Hackathon by the Sea ..... Jan. 19-20, 2024  
VCSBA Dinner Meeting ..... Jan. 29, 2024  
Academic Decathlon Awards ..... Jan. 30, 2024

805 Industry Day (Oxnard College) .....	Feb. 2, 2024
Migrant Education Program, Regional Family Conference.....	Feb.10, 2024
High School Mock Trial Awards .....	Feb. 26, 2024
Middle School Mock Trial Championship Rounds & Awards .....	Feb. 27, 2024
805 Industry Day (Ventura College) .....	Mar. 8, 2024
CCBE County Board Governance Workshop, Sacramento .....	March 8-9, 2024
VCOE Equity Conference .....	Mar. 12, 2024
805 Industry Day (Moorpark College) .....	Mar. 15, 2024
Science Fair Awards .....	Mar. 25, 2024
Coast2Coast, Washington DC .....	April 8-10, 2024
Battle of the Books .....	Apr. 24, 2024
Impact II Awards .....	May 22, 2024

2. Board Members' Reports

Dr. Lisagor said he was looking forward to being more involved as Board President.

Dr. Flores as STEM Coordinator for the Navy, indicated the Navy supports many of the VCOE events, such as the Hackathon, Academic Decathlon, and the Science Fair.

His big take away from the CSBA Annual Educational Conference in San Francisco was the reorganization, CCBE no longer exists, it is being subsumed by CSBA. He was proud to have been able to be part of the leadership of this statewide group as the Professional Development Committee Chair. The March and September meetings will continue. He did let CCBE President McPherson know he would be happy to be of service going forward.

Mr. Kidd congratulated Dr. Lisagor and Dr. Flores on their new positions. He said there were some great sessions at the CSBA conference. He was disappointed in the dissolution of CCBE. He is still planning on going to the March 2024 conference. He is looking forward to attending a Providence graduation tomorrow and next week.

Mr. Teasdale thanked Dr. Morales for participating in a workshop at the CSBA conference on Court and Community Schools. It was very well done, Dr. Morales took the bulk of the presentation talking about VCOE's program.

Trustee Flores, in referring to the dissolution of CCBE, said it is important for Board members to be as active as possible to have our voices heard. Many County Office Board members have mentioned to him they would like CCBE to merge with CSBA so their travel is minimized. CCBE has done a great job - it helped him learn his role as a Board member. He is pleased with CSBA Executive Director Vernon Billy who has taken the time to talk with people and make an effort to understand what the wants and needs are. Be vocal so this transition changes things for the better for more services, not a reduction.

Ms. Ulrich stated because of the dismantling of CCBE and budget predictions, it is important not to lose advocacy for Court and Community Schools and Special Education. We need to make sure CSBA is representing our needs.

She attended the session put on by Mr. Teasdale and Dr. Morales. She also attended the dual enrollment session with the state community college people and was pleased that

VCOE/CEC classes are already articulated to the college courses.

Ms. Ulrich also encouraged fellow trustees to donate to the Board scholarship fund.

Dr. Lisagor also attended the workshop on dual enrollment, which he felt was well done. His deepest dive was around problems with attendance across the state and the role that county boards have beyond our own schools with oversight. This has become a severe problem during COVID and post-COVID. There are serious implications on student improvement and performance because of ADA and the sustainability on district budgets. He would like to be a part of our shared goals. He doesn't know if there is another office around the state where CCBE has had as much support and involvement as Ventura County. Everyone on our Board has served in leadership roles; we are noticed around the state.

Mr. Teasdale said CSBA has calls every month with CCS (California County Superintendents), and there was a desire on both entities through this transition to maintain this partnership. Encouraging this relationship will be one of his priorities while he is on the Board of CSBA.

Dr. Flores agreed that this Board has been very active at the state level. Mr. Teasdale was elected to serve two more years as the CSBA Director-at-Large. Dr. Flores thanked Mr. Teasdale for his leadership and said our voices will be heard through him.

## **H. SUPERINTENDENT'S REPORT**

- Dr. Morales attended the CSBA Annual Education Conference November 29 through December 2, 2023 in San Francisco. He gave kudos to Trustee Teasdale as his influence was felt throughout the merge of CSBA and CCBE. He is confident this is a win, win for everyone.
- He attended the Santa Paula Rotary Club meeting on December 4, 2023 and spoke on the state of education. This is a singing rotary club; he, Lisa Salas Brown and Dave Schermer enjoyed the event.
- Fillmore Unified opened two Wellness Centers this month, one in Piru Elementary and the other at Mountain Vista school. Dr. Morales was able to attend the Piru opening.
- There was a COVID Education Coordination event held on December 7, 2023 which Dr. Morales attended along with other county leadership. They reviewed the crisis response over the last few years. It was a good reflective discussion on how all the agencies supported the county community as a whole. Some considerable time was spent discussing how we supported the education community with testing, vaccines, PPE (personal protective equipment) as well as the overall communication, and how it could be improved in the event of a future crisis.
- Dr. Morales was a guest speaker at the Greater Conejo Valley Chamber of Commerce meeting, on December 7, 2023. He gave an overview and a brief state of education.
- On December 8, 2023, Dr. Morales visited the campus of CSUCI with Dr. Elizabeth Reilly, the Dean of the School of Education and Professor of Educational Leadership and Education. She gave him an update on the Department of Education relaunched doctoral program and wanted to obtain some insight. They recently received a grant to work on developing community college leadership and hired a faculty member to work on this. There are many doctoral programs throughout the State but CSUCI will focus on K-12 and early childhood.

- Dr. Morales attended the Boswell Boutique on December 6, 2023, it was a wonderful event.

**I. LEGISLATIVE REPORT**

None

**J. CONSENT/ACTION ITEMS**

1. Temporary County Certificates  
Mr. Kidd moved to approve Consent Item J1. Ms. Ulrich seconded the motion and the motion passed (5:0).

**K. PRESENTATIONS**

None

**L. DISCUSSION/INFORMATION/ACTION**

1. First Interim Budget Report 2023-24 – INFORMATION / ACTION (20 minutes)  
Administration recommends the Board acknowledge review of the First Interim Report with the Superintendent's positive certification.

Ms. Key acknowledged there is an ever-changing economic condition related to the state budget. They are now able to quantify the decreasing amount of state revenue and the potential impact on K-12 public education. As the Governor's proposed budget plays out, she will give up-to-date information. VCOE has reserves and will have reaction time to adjust to changes. As usual, VCOE will lead our school districts and charter schools with up-to-date information as the conditions evolve. The fiscal team led by Lisa Cline has done a tremendous job of putting this information together. There will be more edits made as the budget is implemented and those will be brought forth at the second interim. The addition of Alysa Low, Director in the Internal Business Department has made quite a difference in the amount of detail provided. Ms. Key also wanted to acknowledge Nicole Salem, Deanna Escobar and April Guerrero for their work.

Ms. Key noted the update on CalPERS and CalSTRS Trend of Pension rates. CalPERS is trending upwards. A few years ago, VCOE was paying less than 20% on the employer side of the contribution. In a few short years the employer contribution will be 30%.

VCOE has reached an agreement with our Federation. VCOE will provide a 4% off-schedule salary augmentation to all employees using one-time dollars brought forward from the prior year as well as a 4% on-schedule payment. The County Office of Education's budget is not reliant on state revenue as much as we are on contracted services. What we pay out on our programs, our customers reimburse those expenditures. The 4% off-schedule was anticipated and is included in the current numbers. However, the 4% on-schedule will be reported at the second interim.

Ms. Key went over highlights that are new since the adopted budget. On page 2 she noted SELPA was awarded the Alternative Dispute Resolution which is an Alternative Statewide Lead Grant in partnership with the Tehama County Office of Education. Two million dollars is being brought in as revenue and there are \$2 million in grant expenditures. We share half of the grant with Tehama. It is a pass through which comes into our system to share knowledge of dispute and conflict resolution with educators, parent advocates and

parent groups on a statewide basis. She hopes to bring Jeanine Murphy, SELPA Director to a future Board meeting and share exciting things related to this work.

Mr. Teasdale asked if someone was brought on board to lead this grant. Ms. Key said the grant was awarded in the spring and over the summer a director and some program specialists were hired. It is a five-year grant, \$2 million a year for 5 years.

Ms. Ulrich recalls this process is having dispute resolutions with families before it gets to the level of litigation.

Ms. Key agreed and also indicated it could be any type of conflict, whether it be bargaining, administrators with a school district, parents and families. The tools learned from the trainings cover many different areas. The focus of this grant is not just on LEA administrators; there is an aspect of the grant that works with parents and parent advocacy groups to learn tools to help with students.

In the area of Student Services, the first area of focus is the new grant for Literacy Coaches. This funding is for Triton students - \$450,000 to increase the literacy on the reading skills of our students. VCOE partnered with the Federation to identify a Teacher on Special Assignment (TOSA) position that would be non-classroom based who is focused on reading intervention with Triton students. The teacher's name is Beth Underberger, she will be partnering with Ashlee Nishiya, Coordinator-Library, Media, Reading, and Literacy. The plan is to spend the \$450,000 over three school years.

The Special Education Instruction line is the biggest line of the budget which is approximately \$44 million. This is special education classrooms of which school districts pay that cost. Special education classrooms have been experiencing declining enrollment for the last couple of years. VCOE has been partnering with the school districts to help them identify the enrollment they will or will not be referring to VCOE programs. Without an accurate projection of how many students to serve, the expenditures end up being greater per student. VCOE's expenditures increased by 48% this last school year as a result of not knowing and anticipating the severe decline.

Mr. Teasdale inquired about the closing down of a classroom on a school campus. Ms. Key indicated it would be a partnership with the district. If there are only 2-3 students, it is not an effective use of dollars and those students are transitioned into a program that has a full program roster. It is ultimately an IEP placement.

Dr. Morales noted that districts experience declining enrollment now have more space on their campuses. If districts transition back to their own program, the timeline would be around two years. When initiated by soft takebacks, it is very difficult for VCOE to plan unless the districts inform us.

Ms. Key said VCOE is currently in a hiring freeze; positions and staff are being moved around to hopefully retain staff.

There are quite a few one-time projects for VCOE. Facilities has the continuing asphalt projects. The bidding went out recently for the Welding Shop. There were so many contractors and subcontractors at the pre-bid meeting, it had to be moved outside. This

will be awarded soon and the construction can begin on getting the welding bays remodeled and ready for the testing certification. This project is estimated at about \$2 million dollars which is a huge part of the deficit spending.

On page 15, Ms. Key noted the changes from the adopted budget to the current budget. In Section F (Fund Balance, Reserves) the beginning balance was estimated at \$13.7 million. When the books were closed for 2022-23, it ended up being \$16.2 million, which is a difference of \$2.4 million. This is the amount available for the one-time off-schedule for employees, which equates to about 4%. VCOE is in a good position in the unrestricted funds. She referred to the restricted side of the general fund on page 23. The adopted budget included revenue from one time funding sources where VCOE received the revenue last year. The revenue is reduced at \$2.5 million and 10.5 million. Those dollars were one-time projected revenue received last year for one-time fundings like COVID and ESSER which were carried forward as a balance. In Section F it was projected to have \$9.9 million brought forward to this year, however, \$26 million was carried forward which is the result of the one-time restricted dollars.

Mr. Teasdale asked about the \$8.5 million reduction in Services and Other Operating Expenditures, Section B, Line 5. Ms. Key said this is a result of one-time money carried forward. This was a placeholder in the 5800 category. The adjustment went to salaries and benefits.

Ms. Key noted there is a huge deficit because funds were brought forward from the prior year and are being spent in the current year. Going forward, those funds will be spent in general projects, facilities, technology, etc.

Page 39 identifies the name of the funding, Resource 6500, Special Education has \$12 million. This is the combination of all our SPED dollars from SELPA. These are the categories of the restricted funds.

Page 70 is the Restricted Multi-year Projection. Restricted funds of \$20-25 million were carried forward which will be spent over a few years. In 2023-24, \$4.5 million will be spent; \$4 million in 2024-25; and \$5 million in 2025-26. These dollars will be phased out to either services to students or to the needs of the districts.

At the end of 2025-26 the report shows the budget having \$13 million in restricted dollars. This is mostly SELPA restricted funds. The nature of SELPA funds is they are carried forward on behalf of the school districts in SELPA. It is a matter of timing when those dollars come in and are passed through the following year.

Page 72 is the General Fund Multi-Year Projection including restricted and unrestricted. It shows VCOE being financially solvent having adequate reserves and cash flow.

Page 84 shows an area where VCOE did not meet the standard deviation which means the percentage change is greater than the standard deviation. This is due to VCOE removing those one-time revenues. We removed so much revenue of our first interim compared to our budget that a little red flag was raised. Those one-time grants expired and the expenditures associated with it shows as "not met." This First Interim Budget is a Positive Certification and VCOE has enough cash to pay bills and make adjustments as needed.

Dr. Flores asked if the “not met” will have any impact at the state level? Ms. Key said the criterion standards are a checks and balances way to catch a potential error.

Ms. Teasdale asked about the fact that there is \$13 million until 2026, is that an IOU from the state, can we invest in a CD? Ms. Key said there is a big difference between cash on hand and fund balance. The fund balance does not equal cash. This is the nature of having expenditures and billing for them afterwards. The County Treasurer does a great job of handling any cash reserves.

Dr. Lisagor thanked the entire team for what goes on behind the scenes in preparing the budget, it is very appreciated.

Ms. Ulrich made a motion to accept the First Interim with the Superintendents Positive Certification. Mr. Kidd seconded the motion and it passed (5:0).

2. Discussion on 2023/2024 and 2024/2025 Board and Superintendent Shared Goals.  
INFORMATION /DISCUSSION (10 minutes)

The Board and the Superintendent discussed their shared goals. Dr. Morales gave an overview of the shared goals for 2023-24 and 2024-25. Staff broke it down in an earlier conversation with (1) Advocacy, (2) Student Outcomes and (3) The County Office of Education Budget. He said these are good areas to focus on in terms of advocacy. He asked Board members if there is anything pressing in regards to advocacy.

Ms. Ulrich said these goals were created in August, and asked if we are reviewing where we currently are?

Dr. Morales said we can review where we are and also focus on where we are going. Some of the accomplishments are the court and community funding, transportation funding and establishing a partnership with Californians Together (an advocacy of English Learners), as well as the CTE Master Plan, and work related to the community schools grant. Also work with the V.C. Community Foundation in supporting Early Childhood, specifically with the Isabella Project in Santa Paula.

Most recently, Dr. Morales has focused some time and effort with the Department of Housing and Economic Vitality as well as resources related to workforce housing. Workforce housing is going to become the top initiative for the P-20 Council. There will be an event at the end of February at CSUCI where the talk will be about existing efforts that have already been done like the Phase 1 and 2 at CSUCI as well as the community college district. This will give a platform to the districts that have embarked on the information inquiry of workforce housing.

Some of the ongoing efforts that are always of concern is attendance and chronic absenteeism. This is one of the forefront issues of the State Board President, Linda Darling Hammond. The topic of instructional materials, (AB 1078) is going to be visited and discussed. The new requirement of teaching ethnic students will be in full implementation in 2025. He asked the Board if there are other topics of interest.

Ms. Ulrich’s recollection from August was our efforts were going to be around addressing chronic absenteeism. Have we made any strides in that area?



Dr. Williams said all of the districts have written their goals into the LCAPS so action can be taken as needed. There is intervention taking place. The goals set in 19 districts (and VCOE and Charters) has resulted in something significant for Ventura County. Notably, when data was released, 16 of our 19 districts experienced a decrease in their chronic absenteeism rate. This is to be celebrated, and this is something that starts with the engagement of a bus driver, campus supervisor, parent or staff. This is something other COE's haven't experienced.

Ms. Brown said the first mid-year LCAP meeting was held on November 27 with districts and charters. The Student Services Branch brought in experts to speak to the difficulties of migrant, foster, and homeless youth and students with disabilities and what they face as they enter our schools. This is a shift from compliance assistance to "Let's talk about the students in the room who face different challenges."

The Ventura County SELPA spoke specific to the diversity of our students - the medically fragile to the hearing impaired. An item added to the LCAP presentation was bringing in our technology team. A majority of school districts other than OUHSD and Simi use CUE (the student information system). Our technology team in partnership with our new Director of Assessment and Accountability (Cynthia Frutos) introduced CUE Analytics which is a real time dashboard that automatically reports (in real time) who is chronically absent at a school site. It is also possible to pull in program information and look at reports where intervention can take place. CUE Analytics provides data on students and data. Data teams and program teams are talking to one another.

Dr. Lisagor attended a workshop at CSBA which was about the need to pay attention to data, and Cue Analytics was discussed. Every district has a different take on when a student is counted absent or not absent. If kids miss a few classes out of the day, are they absent or not? The key is to provide real time data on an individual student.

Mr. Teasdale said his vision when discussing the goal setting process was to choose one area under advocacy and use that as a deep dive. What can we as a Board do? Perhaps contact a legislator such as Jacqui Irwin and present an issue and come up with an advocacy effort.

Dr. Lisagor wanted to discuss school funding. The current system of whether a child shows up for school or not isn't what it costs to fill that seat.

Dr. Morales said there are a lot of dimensions to chronic absenteeism. Once we started tracking this statewide there was the notion that the higher the chronic absenteeism, the more of a negative impact it would have on student achievement. How does chronic absenteeism play out in communities of high poverty versus high socioeconomic status? Parent withheld absences associated with their child participating in elite sport programs may not have an impact on student achievement. The early preconceived notions are not playing out in every context. There is a different economic impact based on the district. We need students based on the present formula of how revenue is generated for schools. We need kids in seats at a higher rate because before the Pandemic the average ADA was around 96, and now it is in the low 90's. Some districts have experienced ADA in the high

80's. Not only is enrollment down but the ADA percentage which we are funded by is also down. Chronic absenteeism is part of everyone's LCAP goals. There have been so many failed efforts at looking at a funding mechanism statewide. ADA vs. enrollment, there are so many things tied to it, the department of finance doesn't agree with changing the mechanism, it usually dies on committee. He would be interested in hearing Misty's perspective on this.

Mr. Teasdale wants to make sure this is the process we want to use. We could do a deep dive on this issue, but is this what we want to do? Have one metric or one idea, learn about it and take it to the advocacy level. What is the action?

Dr. Flores asked how much of staff's time will be taken up with research? Who is the decision maker and what are they going to do with the information? Personally, artificial intelligence was on his mind, the session with Sal Kahn talking about AI at the CSBA conference was very informative. Whatever topic we discuss, how much of a deep dive do we do and what is our ability to influence the decision makers?

Mr. Teasdale said whatever we do should minimize any extra staff, it should be something staff is already doing like the absenteeism around LCAP. How can the Board support it?

Ms. Ulrich asked what the Board's role is in the shared goals. What can we do besides what we have already been doing, continually talking to state and federal legislators and highlighting what County Boards needs and wants are with the state.

Dr. Morales said this is the difficulty with this process. He is directing some of this continued work as part of his role. There is merit to try to complement that work and amplify it through possible legislation. At the monthly CCBE Board meeting, he hears updates from Linda Darling Hammond on chronic absenteeism. Mike Winters is the head of the State committee on the SARB process, perhaps talk to him and see if there is any correction legislation on the horizon as well as things related to the Dashboard or LCAP. This is a high interest topic for everyone. Throughout COVID, we were telling parents to keep their kids home when they are sick. That is not what we used to do. Parents have listened and classes are healthier as a result. We can't have it both ways. We can follow up on other issues such as there is a percentage of kids who are mis-coded as chronically absent when they should have been coded as home hospital.

Ms. Ulrich says the Board members understand our roles are ceremonial, we are not experts in doing the work.

Mr. Teasdale said chronic absenteeism seems to be the issue where we might have an impact. He would propose we have one issue where there could be a change.

Dr. Flores asked Mr. Teasdale, what other mechanism could we use that we aren't already utilizing? Our Board members have presented at CSBA and CCBE. We could interact with our State Senators and Assemblymembers. CSBA has a new Chief of Governmental Relations, Patrick O'Donnell who wrote quite a bit of legislation. Are there other things we could or should be doing?

Dr. Morales said the advocacy period comes up in the spring. If attendance and absenteeism is the area to focus on, he will work with his team and come back with an ask.

Mr. Kidd believes Board members will be called upon to advocate for the education budget in the spring.

Ms. Key said things change quickly, when this budget was put together, there was a focus on attendance. Now we are facing the state reductions. We can attach that concept of advocating for attendance and enrollment, to flexibility in our funding. We have more categoricals and more restricted funds than we can spend because they are so tight in restrictions. We need unrestricted dollars to not be touched as we are facing cuts in the state budget. Advocate for no more categoricals, keep our unrestricted LCFF whole and fund COLA for unrestricted, that would allow us to have our local programs focus on getting kids to attend school.

Dr. Lisagor said this is what we heard at CSBA. This is all about student outcomes, the data is starting to be clear. If a student misses 30% of the school year that is 30% of learning that doesn't happen. Perhaps another way of advocating is to get out in the community and explain all this to the public, especially parents.

Mr. Teasdale suggested a process of a very specific focus that the office is already working on and set aside time in Board meetings to report out, have a discussion and determine what Board members can do.

Ms. Ulrich said it is helpful to have Ms. Key narrow this down very succinctly - flexibility in funding and don't touch our categorical funding. As a teacher, she can share these talking points with those she associates with and in conversations when she has access to decision makers.

Ms. Ulrich asked what could Board members can do for students? What would be important, helpful, or impactful? Dr. Morales will take these thoughts back to the management team and discuss them further.

#### **M. BOARD MEMBER COMMENTS**

Ms. Ulrich thanked staff and guests and wished everyone happy holidays and new year.

Dr. Lisagor wished everyone peace, warmth and caring.

#### **N. FUTURE AGENDA ITEMS**

Annual Programmatic Audit for Ventura Charter School – January 22, 2024  
Continue dialogue on shared goals.

#### **O. FUTURE MEETINGS**

Date: Monday, January 22, 2024  
Time: 6:00 p.m.  
Location: 5100 Adolfo Road, Board Room, Camarillo  
Purpose: Regular Meeting of the Board

Date: Monday, February 26, 2024  
Time: 6:00 p.m.  
Location: 5100 Adolfo Road, Board Room, Camarillo  
Purpose: Regular Meeting of the Board

Date: Monday, March 11, 2024  
Time: 6:00 p.m.  
Location: 5100 Adolfo Road, Board Room, Camarillo  
Purpose: Regular Meeting of the Board

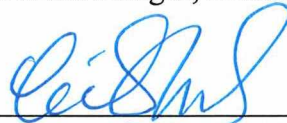
**P. ADJOURNMENT**

Dr. Lisagor adjourned the meeting at 8:10 p.m.

Date: 1/22/24

  
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Dr. Mark Lisagor, Board President

Date: 1-26-24

  
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Dr. César Morales, Ex Officio Secretary and  
Executive Officer of the Board