Wednesday, August 21, 2019
Rocketship Public Schools National Board of Directors Meeting (2019-20 Q1 - Day 1)

Meeting Time: 2:00pm to 6:00pm
Meeting Location: 2001 Gateway Place, San Jose, CA 95110
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3173 Senter Rd, San Jose, CA 95111
1700 Cavallo Rd, Antioch, CA 94509
2351 Olivera Rd, Concord, CA 94520
320 Plus Park Blvd, Nashville, TN 37317
1440 Connecticut Dr, Redwood City, CA 94061

1. Opening Items (2:00pm-2:05pm)

A. Call to Order

B. Call for Public Comment on Off-Agenda Items

2. Consent Items (2:05pm-2:10pm)

A. Renew the appointment of Raymond Raven to the Rocketship Public Schools Board of Directors beginning August 2019 through August 2021

B. Renew the appointment of Joey Sloter to the Rocketship Public Schools Board of Directors and Executive Committee beginning August 2019 through August 2021

C. Renew the appointment of Jean-Claude Brizard to the Rocketship Public Schools Board of Directors and as member and chair of the Achievement Committee beginning August 2019 through August 2021

D. Renew the appointment of Ralph Weber to the Rocketship Public Schools Board of Directors beginning August 2019 through August 2021

E. Appoint Michael Fox to the Rocketship Public Schools Board of Directors and Business Committee beginning August 2019 through August 2021

F. Appoint Kate Coxon as an advisor to the Rocketship Public Schools Achievement Committee beginning August 2019 through August 2021

G. Create Ad Hoc Board Nomination Committee with membership of Louis Jordan, Alex Terman, Jean-Claude Brizard, and Joey Sloter. Ad Hoc Board Nomination Committee will report back to the Board of Directors in August 2020 with suggestions for potential new Board members

H. Approve minutes from May 30, 2019, 3:30pm meeting of the Rocketship Public Schools Board of Directors

I. Approve minutes from May 30, 2019, 6:00pm meeting of the Rocketship Public Schools Board of Directors

J. Approve 2019-20 California and Tennessee Family Handbooks

K. Approve Concussion Policy

L. Approve California General Complaint Policy

M. Approve Tennessee Complaint Policy

3. Agenda Items (2:10pm-4:15pm)

A. 2018-19 achievement overview and next steps (2:10pm-3:10pm)

B. Budget and enrollment update (3:10pm-3:40pm)

C. Audit update (3:40pm-3:55pm)

D. Compliance update (3:55pm-4:05pm)

E. CEO, Regional, and Development updates (4:05pm-4:15pm)

4. Break (4:15pm-4:30pm)

5. Agenda Items, continued (4:30pm-5:15pm)

A. 2018-19 Board reflection, leading to 2019-20 Board goals & expectations

6. Conference with Legal Counsel--Anticipated Litigation Significant Exposure to Litigation Pursuant to Section 54956.9(b): 2 cases (5:15pm-5:55pm)

A. Anticipated Litigation: Case #1

B. Anticipated Litigation: Case #2

7. Agenda items, continued (5:55pm-6:00pm)

A. Public report on any actions taken during Closed Session

8. Adjourn (6:00pm)

THE ORDER OF BUSINESS AND TIMINGS MAY BE CHANGED WITHOUT NOTICE: Notice is hereby given that the order of consideration of matters on this agenda may be changed without prior notice, provided that the Board takes action to effectuate such change. Timings listed on the agenda are estimates only and may change depending on the duration of public comment and discussion around prior items.

REASONABLE ACCOMMODATION WILL BE PROVIDED FOR ANY INDIVIDUAL WITH A DISABILITY: Pursuant to the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, any individual with a disability who requires reasonable accommodation to attend or participate in this meeting may request assistance by contacting Apoorva Katikaneni at akatikaneni@rsed.org.

Thursday, August 22, 2019
Rocketship Public Schools National Board of Directors Meeting (2019-20 Q1 - Day 2)

Meeting Time: 8:30am to 1:00pm
Meeting Location: 2001 Gateway Place, San Jose, CA 95110
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3173 Senter Rd, San Jose, CA 95111
1700 Cavallo Rd, Antioch, CA 94509
2351 Olivera Rd, Concord, CA 94520
320 Plus Park Blvd, Nashville, TN 37317
1440 Connecticut Dr, Redwood City, CA 94061

1. Opening Items (8:30am-8:40am)

A. Call to Order

B. Call for Public Comment on Off-Agenda Items

2. Closed Session: Public Employee Performance Evaluation (Pursuant to Ca. Gov. Code Section 54957) (8:40am-10:45am)

A. Title: Senior Leadership Team

B. Title: CEO

3. Break (10:45am-11:00am)

4. Agenda Items (11:00am-1:00pm)

A. Public report on any actions taken during Closed Session

B. Regional growth update and decision

5. Adjourn (1:00pm)

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ROCKETSHIP
PUBLIC SCHOOLS

To: Board Members
From: Preston Smith, CEO & President
Date: August 21, 2019
Re: CEO's Update

This memo is an update on the successes and challenges we've had at Rocketship since our last board meeting in May.

QUALITY—Great schools…

All schools in the top 10% among low-income districts

In the 2018-19 school year, our Rocketeers achieved some of their strongest levels of achievement to date. In the 18.19 school year we achieved the highest absolutes ever, best Fall to Spring growth in six years, and the best Spring to Spring growth in four years. In math, 49% of our Rocketeers are in the top third of the country (67th percentile or higher) and our national network averaged 1.36 years of growth. In English Language Arts, 40% of our Rocketeers are in the top third of the country and averaged1.29 years of growth in the 18.19 school year. The 2018-19 school year served as tremendous validation that we are on the right track!

In California, our Rocketeers continue to thrive. On the NWEA assessment, our California Rocketeers realized 1.38 years of growth in Math and 1.29 years in ELA. Moreover, we continue to make strong progress on the CAASPP (Common Core state assessment). The state has not yet released final public data to report specific scores or compare our performance to neighboring schools and across the state. At this point, we can only report on our performance compared to previous years. Over the past five years, in contrast to state and local trends, we have steadily increased the percent of students exceeding state standards in each subject – gaining 8-17 points in proficiency over 5 years. This year, we expect to surpass the state average in % of met/exceeded in ELA, which would be the first time as a network since CAASP was introduced. Moreover, in 18.19 we continued to see strong levels of performance for our ELL students. In 2019-20, I expect to see even more dramatic gains as we double down on the momentum and success of this past school year and continue to reach for our goal to get over70% of our Rocketeers meeting and/or exceeding standards on CAASPP.

In Nashville, we saw dramatic academic growth, especially at Rocketship Nashville Northeast Elementary (RNNE). On the NWEA assessment, our Nashville Rocketeers realized 1.46 years of growth in Math and 1.41 years in ELA. More specifically, our

RNNE Rocketeers realized 1.8 years of growth in Math and 1.7 years of growth in ELA. Although there is still more growth necessary in order to elevate our absolutes, the overall progress is inspiring and will only build further momentum for our Nashville Rocketeers and families. On the TN state assessment (TN Ready), where results are not yet public, we expect to perform comparably to the district (MNPS) average for all students. The state results indicate significant growth in our ELA achievement, which is largely due to RNNE's growth and RUA's continued excellence. We believe that both schools may be eligible to be recognized as Rewards Schools (or incredibly close) and believe it is likely that on Tennessee's Value Added Assessment System (TVAAS), which measures student growth, both schools will be recognized for achieving the highest tier of student growth possible (level 5). As we enter the 2019-20 school year we are aiming for both Nashville schools to rise to the Top Tier of network performance, which is exciting that our student achievement bar is now being elevated and influenced by schools outside of our California region!

In Milwaukee, our first look at state assessment scores (Forward) showed mixed results. Like in California, the state has not yet made results public so we cannot compare our performance to similar schools or state averages. Rocketeers at Southside Community Prep (RSCP) improved in ELA by 2 percentage points but regressed in math. At Rocketship Transformation Prep (RTP), we only had 10 Rocketeers assessed. They were *significantly* below grade level at the start of the year and made strong growth, especially in the Spring semester in ELA in averaging almost 1.7 years of growth on NWEA, so we believe we are on-track to strong absolutes over time. We still expect RSCP to outperform the district (MPS) average for all students in both subjects again this year, but in an effort to elevate results in 19.20 in a significant manner we are shifting our resources and supports for Milwaukee in deeper partnership with Lavinia and having one of our strongest Directors of Schools focus on supporting the region as well. We must continue to hold a high bar for our Milwaukee Rocketeers and ensure that they not only outperform local schools, but realize student achievement results more comparable with our schools across the nation.

In DC, we expect Rocketship Legacy Prep to maintain Tier I status, even after quadrupling in size to over 300 Rocketeers in its second year. For RISE, we believe that we will remain on the cusp of Tier I, but still be in the Tier II category. That said, we are especially proud of our RISE Rocketeers and team as the school continues to have the highest percentage of at-risk students in the city for a charter and yet continues to realize strong results. At RISE, it looks like we made almost double digit growth in the percent of students at 3 and 4+ in ELA and are at or above the average for all charters! Our investments in ELA and partnership with Lavinia are paying off in a big way for our Rocketeers success and in DC especially, we are proving what is possible in public education for all students and demographics.

I am proud of the collective hard work of our talented teachers and school leaders. Our student achievement outcomes consistently outperform local schools by considerable margins as we continue to realize our mission of eliminating the achievement gap and truly unleashing the potential of our amazing Rocketeers and communities. I am feeling very confident as we enter the 2019-20 school year that we will continue to build on this momentum, further elevate our instruction, and student achievement will continue to rise as we work to fully eliminate the achievement gap between our Rocketeers and their more affluent peers.

SCALABILITY—Personalized learning for all…

Be the premier educational organization for personalized learning through a high-quality elementary model that is sustainable, replicable, and purposefully integrates technology

In the 2018-19 school year, we continued to drive towards organizational sustainability by 2023. Over the past four years, we have made steadfast progress towards organizational sustainability. This past year, only 23% of our National supports to our schools and communities were accounted for through philanthropy. This is a significant decrease from 2014 when 51% of our National supports at Rocketship were covered via philanthropy and is evidence of our continued path towards sustainability as an organization and demonstrating what is possible on public revenues. Moreover, only 7% of our total organizational budgets are philanthropically supported, which continues to decrease year after year.

In addition, I am excited by the work that we realized in 18.19 to further innovate and transform our Learning Labs and rotational model. In 18.19, at three of our Bay Area schools we piloted several new experiences and opportunities for our Rocketeers in the Learning Lab, which included hands-on science, robotics, a reading library, strategy and collaboration games, project based learning, engineering, Core Value lab, art, and more. At the same time we aggressively pursued the purposeful integration of online learning programs (OLPs) into our classrooms and core content areas, which granted the opportunity to shift the focus of the learning lab time and content. These innovations to our model are critical in that they allow our Rocketeers to experience opportunities, content, and enrichment that is more similar to their more affluent peers, which they often cannot access due to their own resources. We believe that by further elevating the quality of these enrichments and opportunities in the learning lab we will elevate our Rocketeer’s learning and achievement as well as provide for them an even richer and more holistic learning experience so that long-term they can be even more competitive with their peers. In the 2019-20 school year we are aiming to scale the best practices from these three pilot schools to all thirteen of our Bay Area schools and continue to elevate our personalized learning model for all of our Rocketeers.

IMPACT—Strong communities and families…

Serve 14,000+ Rocketeers and families by 2023

We now serve nearly 10,000 Rocketeers across 19 schools in 4 regions. Although we are not opening a new school in the 19.20 school year, I am excited that many of our campuses across our 4 regions are still growing due to incredible demand from the community for high-quality public school options. In addition, another Rocketship school is watching it's first cohort of Rocketeers head to college! Rocketship Si Se Puede alum, Daniella Martinez, will be the first in her family to go to college when she starts at Cal Poly Pomona next year, majoring in liberal studies within the College of Education. Daniella's goal is to become a literacy teacher at Rocketship Sí Se Puede..."because Rocketship Sí Se Puede changed the course of my life, and gave me the opportunity and hope to pursue my dreams."

At the end of the school year, we successfully resolved the two Notices of Violation given to us by the Antioch Unified School District (AUSD) Board of Trustees last spring. Though most of the 30+ “violations” they alleged had no merit in the first place, we immediately refuted or remedied every single one in addition to Delta constantly rallying their parents (over 350+) and community to protect their Rocketeer’s school. In order to fully resolve the matter, the district then demanded we establish a MOU or long-term agreement over the summer. This summer, we entered into negotiations with AUSD to establish a long-term operating agreement. I am happy to share that we have reached and signed an agreement with AUSD to completely resolve the Notices of Violation and chart a path to work together going forward. This means that we have fulfilled all our obligations under the May 23 AUSD board resolution and that the District will not try to revoke our charter at this time. Most importantly, we can with confidence continue to serve our Rocketeers and families in Antioch and catalyze the transformation we know is necessary within our East Bay community.

In California, the continued statewide debate about proposed education policy changes has persisted in overwhelmingly ignoring the voices and interests of families in underserved communities. That is why on Friday, June 7th, 2019, more than 2,500 parents, teachers, and students came together to

“Stand With Great Public Schools” in downtown San José. Organized by parent leaders from Rocketship and other high-performing public charter schools, the event was designed to teach area students about the importance of civic engagement and showcase how public charter school families, students, and staff are helping improve educational equity and excellence across the City of San José.

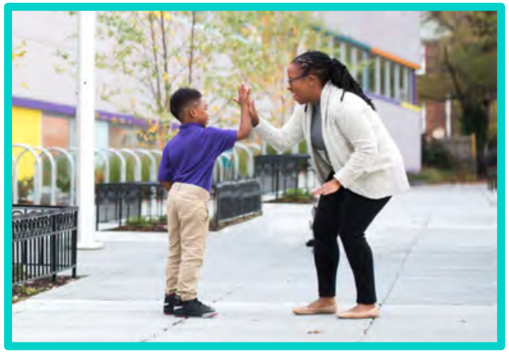
As we now look ahead to 2020-21, we are aiming to serve the community demand and need in Washington D.C., where we are working to open our third campus. Similarly, in Nashville we have earned the right to grow and serve more Rocketeers and are working on plans to open a third school in 2021. There is still a great deal of work to be done for each of these openings in regards to the charter approvals, facility approvals, and community engagement, however, I remain energized by the opportunity to build on our momentum, extend our impact, and develop partnerships across all of our Rocketship regions and communities in our collective effort to fulfill our mission in underserved communities across the nation.

STAND WITH
GREAT SCHOOLS
#ResultsMatter
#ChartersArePublicSchools

ROCKETSHIP
PUBLIC SCHOOLS

2018-19 Achievement Results and Next Steps

August 2019



At Rocketship Public Schools, we believe in the infinite possibility of human potential. We believe that every student deserves the right to dream, to discover, and to develop their unique potential. And it is our responsibility and our privilege to unleash the potential inside every Rocketeer we serve. Our non-profit network of public elementary charter schools propels student achievement, develops exceptional educators, and partners with parents who enable high-quality public schools to thrive in their community.

We are a collective of parents, teachers, leaders, and students working together to transform the future for low-income communities. At Rocketship Public Schools, we are unleashing potential.

The Rocketship Approach

Transformational Public Schools Built on Three Pillars

Personalized Learning

Tailoring instruction, content, learning experience, and pace to unleash the potential of every student.

Talent Development

Investing in the growth and development of every team member to unleash their full potential in the classroom and beyond.

Parent Power

Unleashing the power of parents to champion their children’s education, demand political attention, hold leaders accountable, and enable high-quality public schools to thrive in their community.

9,000
Rocketeers

19 Schools
Nationwide

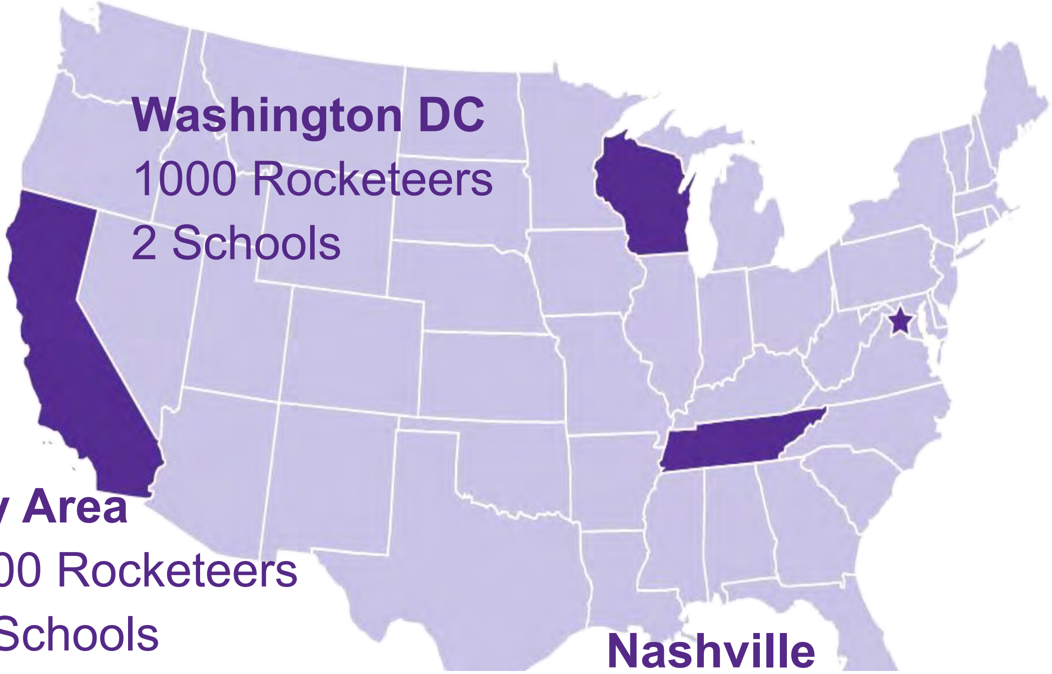
Serving
PreK – 5th
Grade

75%
Socioeconomically
Disadvantaged

36%
English
Learners

9%
Students with
Disabilities

In 2018-19, Rocketship had 9,000 students across 19 schools



Milwaukee
600 Rocketeers
2 Schools

Washington DC
1000 Rocketeers
2 Schools

Bay Area
6,500 Rocketeers
13 Schools

Nashville
1,000 Rocketeers
2 Schools

Agenda

- 2018-19 Network Results and 2019-20 Priorities
- 2018-19 Regional Performance

Executive summary

We kicked-off 2018-19 with a focus on three priorities: 1) Improve our ELA results through simplifying and further personalizing our program, 2) Support and build capacity in Milwaukee, Nashville, and DC, and 3) improve teacher recruitment and development to bolster top tier teacher numbers.

Through these investments, we achieved our **highest absolutes *ever*, the highest Fall-Spring growth in six years, and the highest Spring-Spring growth in four years** on NWEA MAP. In particular, 5th grade ELA achieved 1.5 growth years across the network and a 7 ppt jump in % in the Top Third. We saw similar growth in our state assessment results, with ELA in all regions improving on average 2%. The Bay Area for the first time averaged above 50% meets and exceeds in ELA and reached 61% in Math, with 54% of schools achieving above 60% proficient and 25% improving 10 ppts over last year in at least one subject.

Our regional investments particularly paid off in TN, which is now **closing the gap with the Bay Area** in absolute performance on MAP and jumped 15 ppts in Math on the state assessment. Most impressively, RNNE, which was previously our most struggling school, led the network with 1.8 years of growth in Math and 1.7 in ELA on MAP. In DC, ELA jumped 8 ppts on DC PARCC, and Rocketship Legacy Prep achieved a **high Tier 1 again**. In all regions except MKE, where student achievement must improve further and more rapidly, we realized tremendous gains and strides.

On teacher quality, we saw the **share of upper tier teachers improve** from 33% of all teachers last year to 47% this year. Beyond academics, we piloted several Learning Lab changes designed to **build 21st century skills and behavior supports**, such as project-based learning and classroom extensions.

Moving into 2019-20, we are building on the success and learnings of 2018-19. Our **19-20 goals** include continuing to elevate ELA supports, integrating subgroup instruction in the classroom, further differentiating supports for our teachers especially professional development, and rolling out Learning Lab pilots to all Bay Area schools.

2018-19 Network Results and Drivers

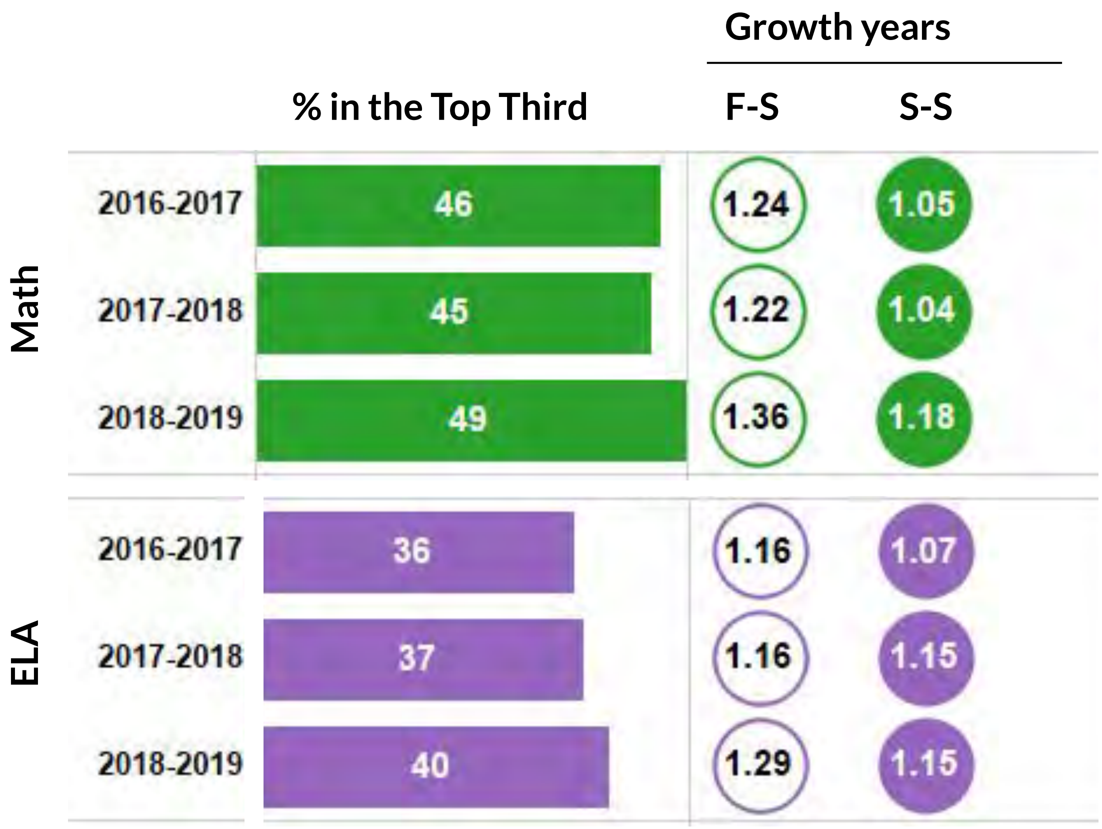
FIRE LANE

2018-19 PRIORITIES

We started 2018-19 focused on strengthening ELA, lifting non-BA regions, and improving teacher quality

	Rationale	**18-19 Strategy**
Elevate personalization while simplifying *(ELA-focus)*	● Math outperforming ELA across regions ● Feedback on core issues from Ts and SLs: overly complex	● Introduce Close Reading ● Partner with Lavinia ● Reduce planning burden and inputs on teachers/leaders ● Simplify assessment suite ● Elevate practice and coaching
Build Regional Capacity	● Execute on revised organizational structure to provide more robust regional capacity ● Regions require decentralized supports in some areas	● Staff Director of Schools in each region to manage principals ● Add local achievement and operations managers *(see Regions section)* ● Build structures to increase skill, accountability of, and connection to regions
Drive Year 1 Teacher Efficacy	● Although improved on retention of high-performing teachers (96%), the quantity in top tier was still too low (9% of all teachers)	● Simplify professional development content for teachers ● Codify approach to professional development for School Leaders (Ps and APs) ● Increase consistency of training and support for Managers as well as rehearsals for teachers

In 2018-19, RPS achieved record high NWEA absolutes, highest F-S growth in 6 yrs, and highest S-S in 4 years



		% in the Top Third	Growth years F-S	Growth years S-S
Math	2016-2017	46	1.24	1.05
	2017-2018	45	1.22	1.04
	2018-2019	49	1.36	1.18
ELA	2016-2017	36	1.16	1.07
	2017-2018	37	1.16	1.15
	2018-2019	40	1.29	1.15

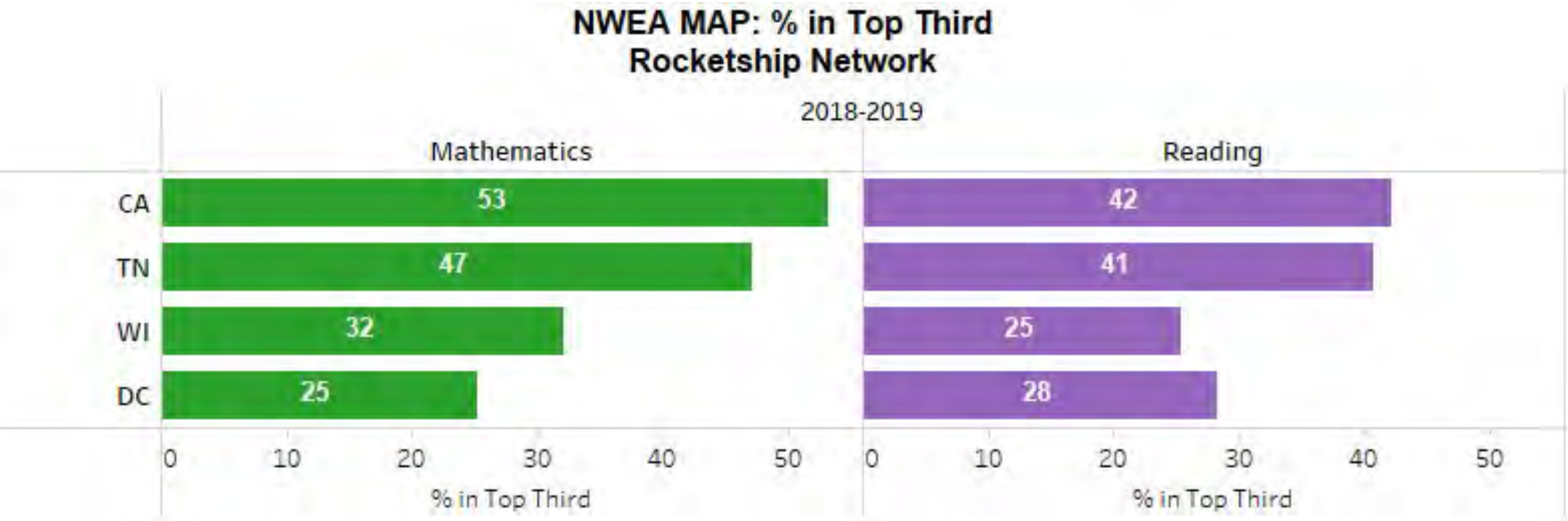
Key takeaways

- **Absolutes:** + 4% and 3% pts in Math and ELA from last year
- **F-S growth:** Increased by >0.1 pts from past years

Achievement Drivers

- **Math** focused on foundational skill attainment
- **ELA** benefited from new investments
  - Closer reading & more student practice
  - Lavina content and support

After regional investments, TN is closing the gap with CA in absolutes



Regional performance reflected investments in regional organization model and supports

- **CA:** Strong, experienced DOSes led gains that resulted in a majority of students in top third in Math
- **TN:** Large gains in proficiency with dedicated regional DOS, the addition of an Achievement Manager, and strong School Leadership teams
- **DC:** Decline in math and slight decline in ELA, partially due to quadrupling size of RLP; dedicated DOS and achievement manager in place for 19-20
- **WI**: ELA % in Top Third grew three points but math declined; split DOS/RD role will be replaced with dedicated DOS for TN/WI bringing learnings from Nashville to Milwaukee

Similarly, RPS grew state results in most regions; ELA improved or constant in all

CA: CAASPP

+4% proficient

+2% proficient

DC: PARCC

-3% proficient

+8% proficient

TN: TN Ready

+15% proficient

+2% proficient

WI: Forward

-4% proficient

+0% proficient

RPS significantly improved share of top tier teachers (tiers 3 and 4), while maintaining high retention of high-performers

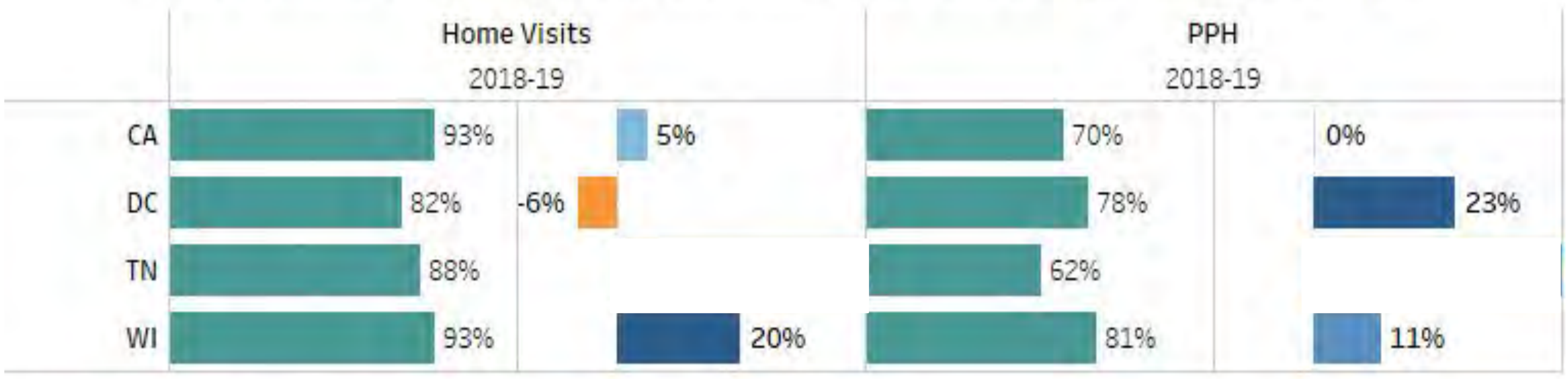
Educators Retained by Performance Band

October - July

	SY 2016-2017		SY 2017-2018		SY 2018-2019	
	% of Total	**% Retained**	**% of Total**	**% Retained**	**% of Total**	**% Retained**
Tier 3	15%	67%	24%	83%	26%	82%
Tier 4	6%	73%	9%	96%	21%	95%
Total	**N=198**		**N=268**		**N=301**	

PARENT ENGAGEMENT

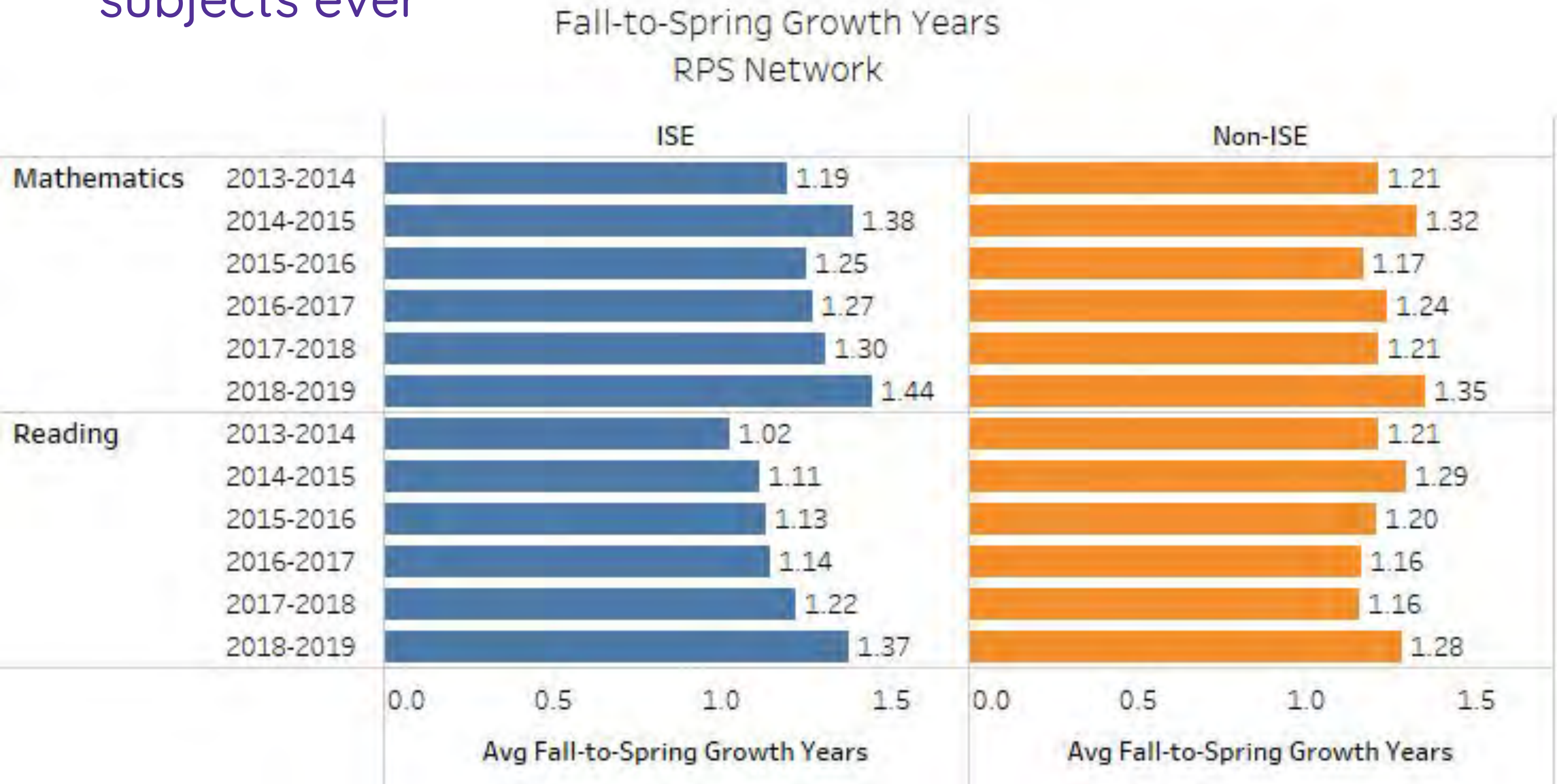
Parent engagement deepened in all regions, with 82-93% of families receiving home visits


2018-19 Home Visits and Parent Parternship Hours and Change from Previous Year

TN YoY Change not reported due to technical system issues in 2017-18

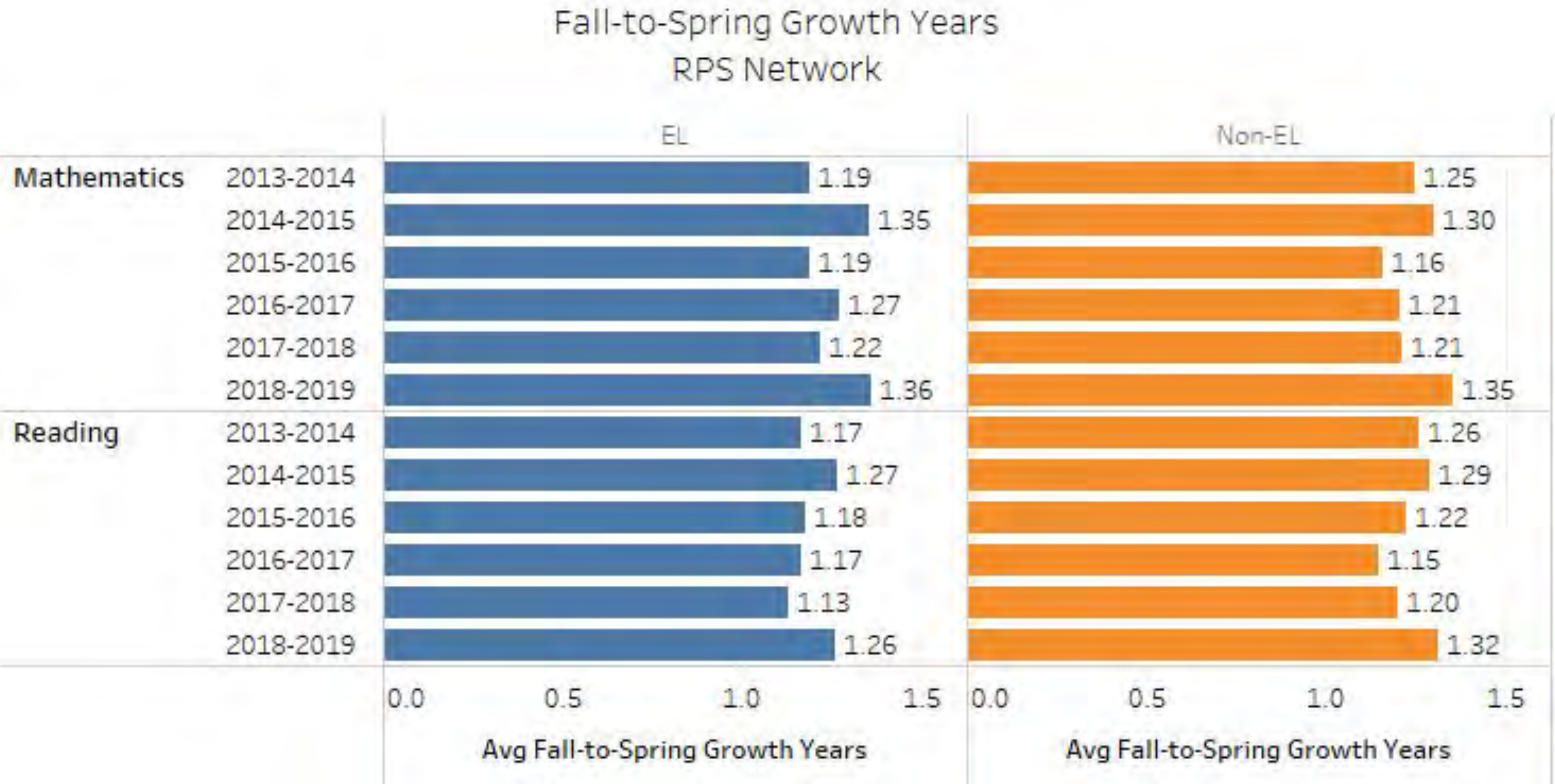
- Overall **high rates of home visits** in each region
- All regions increased home visit completion except DC compared to last year; WI home visit rate jumped 20 ppts
- All regions increased or maintained % of families meeting **Parent Partnership Hour** goal of 20 hours; DC in particular increased 23 ppts

ISE students saw highest Fall-Spring growth in both subjects ever



- Higher growth translated to increased % in top third (+3.2% in math, +0.7% in literacy) for ISE
- ISE Fall-Spring growth stronger than Gen Ed but Spring-Spring has room for improvement
- Students with disabilities more heavily impacted by summer slide
- NWEA results not translating as consistently to state assessment for students with disabilities
- Saw significant difference between the performance of new versus experienced teachers

English Language Learners achieved significant increase in Fall-to-Spring growth

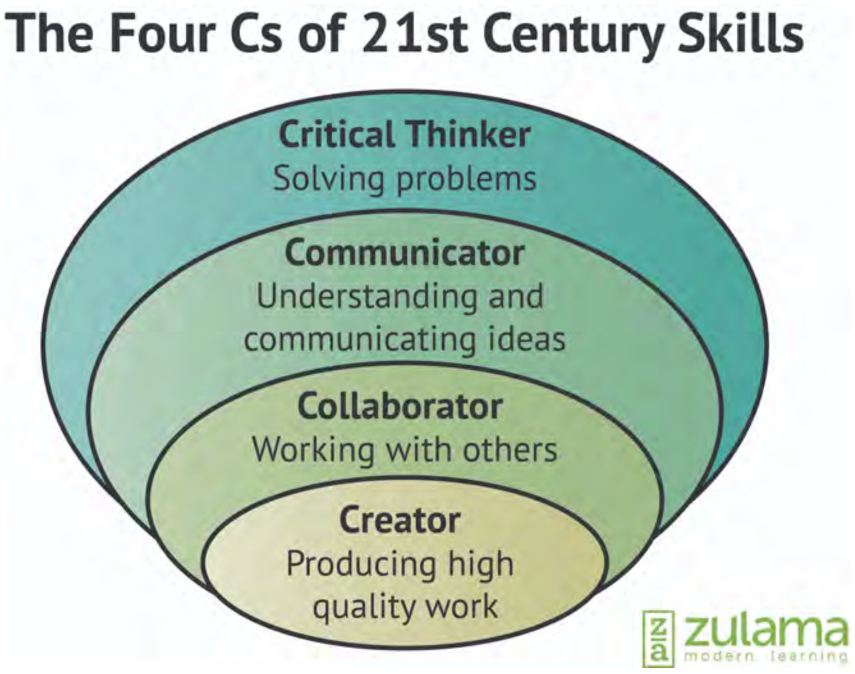


- +0.14 to 1.36 in math, +0.13 to 1.26 in literacy
- EL growth in TN particularly strong
- Accelerate EL performance in literacy and in CA to further close the gap

Learning Lab pilots focused on developing 21st century skills laid the groundwork for 2019-20 school year

18-19 Learning Lab Pilot

- Rotational Model
- Expansion of Enrichments (i.e. Hands-on science, library, etc.)
- Introduction of Project Based Learning extensions


The Four Cs of 21st Century Skills
Critical Thinker
Solving problems
Communicator
Understanding and communicating ideas
Collaborator
Working with others
Creator
Producing high quality work
zulama
modern learning

18-19 Pilot Results

- Greater student ownership of academic learning and mastery of 21st Century skills
- 25% of 2nd-5th graders rated Learning Lab as favorite part of day compared to 0% two years ago
- Higher staff morale

19-20 Learning Lab Initiatives

- Scaling up pilot successes and elevating rigor
- Deeper integration of Learning Lab with core content, especially Project Based Learning extensions

18-19 REFLECTION

Based on 18-19 results, we believe we have momentum as we continue to elevate student achievement

	What went well	***Lessons Learned/Reinforced***
Elevate personalization while simplifying *(ELA-focus)*	● Close Reading ● Partnership with Lavinia ● Simplification initiatives lifted educator loads ● Elevated Learning Lab model	● Importance of foundational skills and Guided Reading as base of our program ● Tailoring Lavinia to Rocketship model ● Necessity of identifying and tracking priority students
Build Regional Capacity	● NSH model: local DOS and Achievement Manager ● CA Collaboration of experienced DOSes with Regional Directors (RDs) ● Regional teams building skills and connections	● Importance of strong regional teams and context on revised curricula approach: ○ MKE: lack of depth in curricula ○ DC: No DOS, no achievement manager ○ CA: DOSes spread too thin, no regional achievement managers
Drive Year 1 Teacher Efficacy	● Increased percentage of high performing teachers ● Maintained high levels of retention for top performers ● Support for new Principals	● Moving away from rote deliverables and busy work to rehearsal and coaching ● High variability of teacher skill requires differentiated supports ● More experienced teachers reduce SL toll and linked to student outcomes

19-20 PRIORITIES

Moving into 2019-20, we are building upon the foundation laid and lessons learned from 2018-19

2019-20 focus areas

Elevate personalization while simplifying *(ELA & subgroup focus)*

- **ELA:** Continue elevating professional development and differentiation
- **Personalization:** Drive on regionalization of curricula
- **Subgroups:**
  - Further integrate ELL strategies and elevate thematic approach
  - Focus on elevating ISE co-teaching and behavior intervention supports (MTSS)
- **Skill extension:** Develop 21st century skills in Learning Lab

Build Regional Capacity

- **CA:** Doubled DOSes (total of 4) to allow more support per school and introduced Achievement Managers
- **DC:** Full regional achievement team with full-time DOS and Achievement Mgr.
- **MKE/NSH:** Elevating Lavinia investment and shifting high-performing DOS
- Continued build out of **regional structures and tools** to build skill and create transparency, e.g., Quarterly Progress Reviews, Regional dashboard

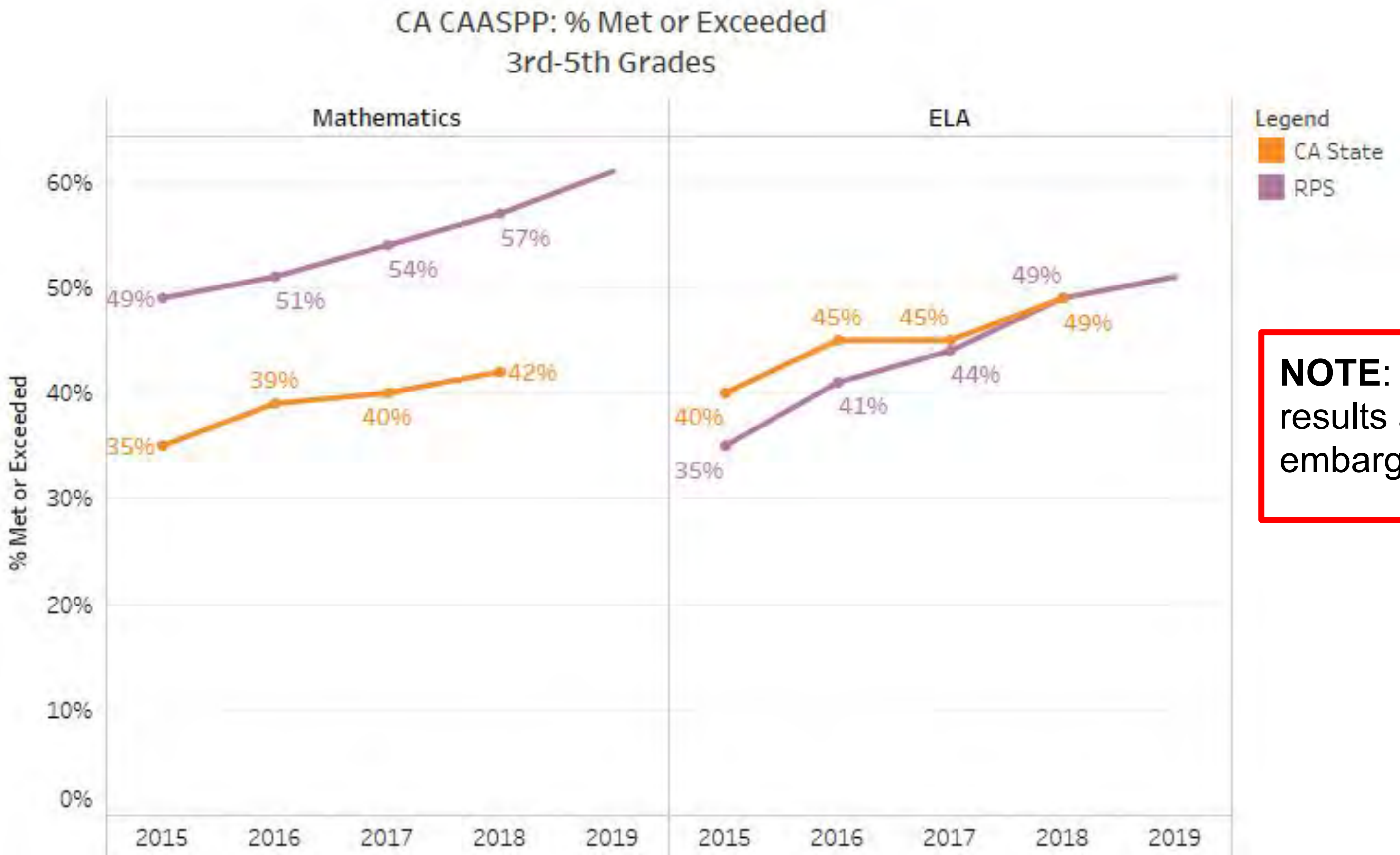
Drive Teacher Efficacy

- **Differentiate** supports based on teacher experience and skill, especially professional development
- Specialize coaching at content level while also **simplifying** block roll-out based on teacher skill level
- **Hiring** full-time leader of professional development
  - SL development, AP training

2018-19 Regional Performance

CA schools maintained steady increase in percentage Met/Exceeded on CAASPP

- With incremental increases each year, Rocketship CAASPP results have improved by 12-16 % pts over 5 years
- Rocketship continues to outperform state in Math and expects similar result as state in ELA
- Majority of schools improved in each subject: 9 out or 12 in Math; 7 out of 12 in ELA


CA CAASPP: % Met or Exceeded
3rd-5th Grades

NOTE: CAASPP results are embargoed.

CA: Reflections on 18-19 and focus areas for 19-20

2018-19 Wins

- **BOY strength:** Exceeded target of 25% of home visits completed before Day 1; achieved 96% Day 1 show rate
- **Parent engagement:** 70% of families volunteered 20+ hours and 93% received home visits, increasing 5 ppts from last year
- **Investment in Hum**: BA schools broke 50% meets and exceeds in ELA on CAASPP

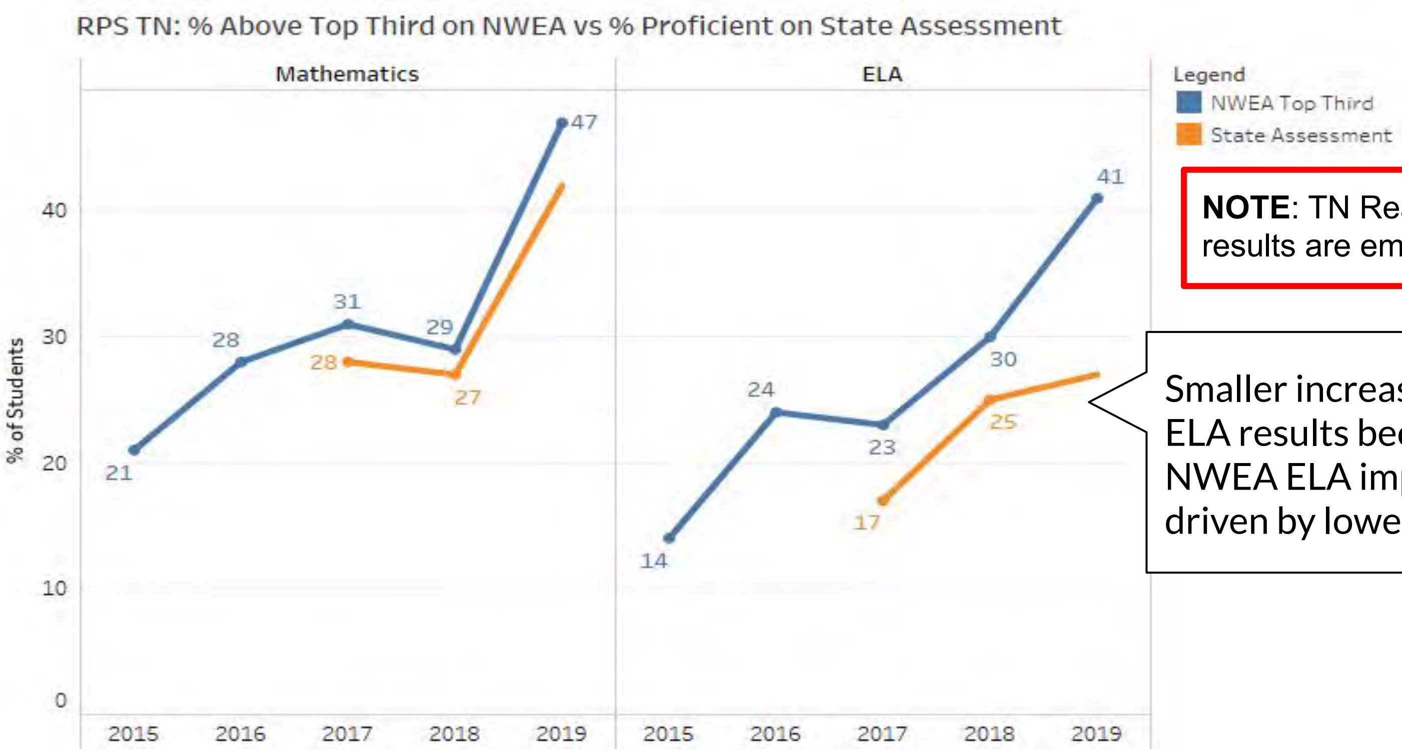
2018-19 Learnings

- **Increase** resources to provide more in-depth school supports (i.e. more DOS, Achievement Managers, etc.)
- It takes **time** to bring on new strategies across 13 schools (i.e. Lavinia and Close Reading)
- Must further **differentiate and simplify** teacher professional development and School Leader focus

2019-20 Focus

- Provide greater school support by reducing **DOS ratios** and adding **Achievement Managers**
- Continue to refine our academic model and improve **CAASPP results**
- Strengthen **East Bay community** and further elevate achievement results
- **Differentiate PD** and build strong **talent pipeline**
- Continue to increase **long-term retention** for school staff and strategically place talent

Strong leadership and support system in NSH led to significantly improved NWEA and TN Ready results



RPS TN: % Above Top Third on NWEA vs % Proficient on State Assessment

NOTE: TN Ready results are embargoed

Smaller increase in State ELA results because NWEA ELA improvement driven by lower grades

- Regional investments resulted in +15% gain in Math and +2% gain in ELA on state assessment
- High NWEA growth led to significant proficiency (% top third) gains

TN: Reflections on 18-19 and focus areas for 19-20

2018-19 Wins

- **RNNE:** Substantial growth in Math (1.8 years) and ELA (1.7 years) on MAP, showing our model works in other regions and closing the gap in ELA with the Bay Area
- **RUA:** Achieved Reward School designation for 18-19, 50 percent proficient in math, among highest in state
- **TNReady growth** in both Math and ELA

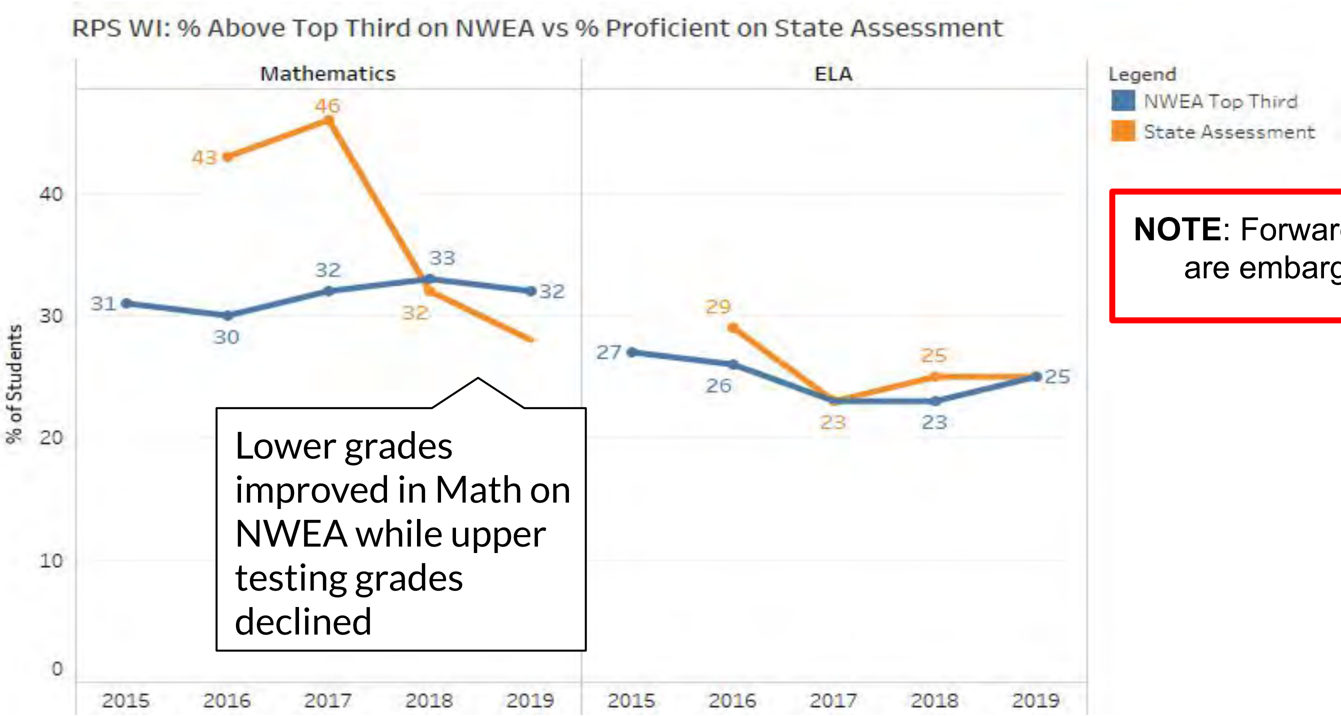
2018-19 Learnings

- **Urgency** around staffing and instructional gaps
- Use **student level State data** to drive instruction and intervention
- Home visits and family engagement was stronger, but need to **strengthen even more**
- The **combination** of small group instruction , online learning programs, and tutoring are key to success

2019-20 Focus

- Use **State data as a North Star**; especially with 4th grade interventions.
- **Focus** on LLI, Guided Reading, and Close Reading
- Focus on **data-responsive** small group instruction in math
- Maintain strong growth and **solidify strength**
- Build capacity of **rising leaders**
- Using **student level data** from state assessment to inform moves

Modifying support structure in MKE to better aid student achievement



Lower grades improved in Math on NWEA while upper testing grades declined

NOTE: Forward results are embargoed.

2019-20 Initiatives

- Dividing roles of regional director and director of schools
  - DOS for NSH/MKE schools
- Refining and adapting instructional model to concentrate on regional student needs
  - Tailor guided reading, phonics and writing curriculum
- Provide more support to new teachers
- Partnering with Lavinia for content and SL coaching

WI: Reflections on 18-19 and focus areas for 19-20

2018-19 Wins

- LLI and guided reading worked, resulting in momentum in Spring:
    - Fall-to-Spring ELA growth years almost 0.3 pts higher than Fall-to-Winter growth years
    - Two-thirds of NWEA test score growth occurred in second half of the year

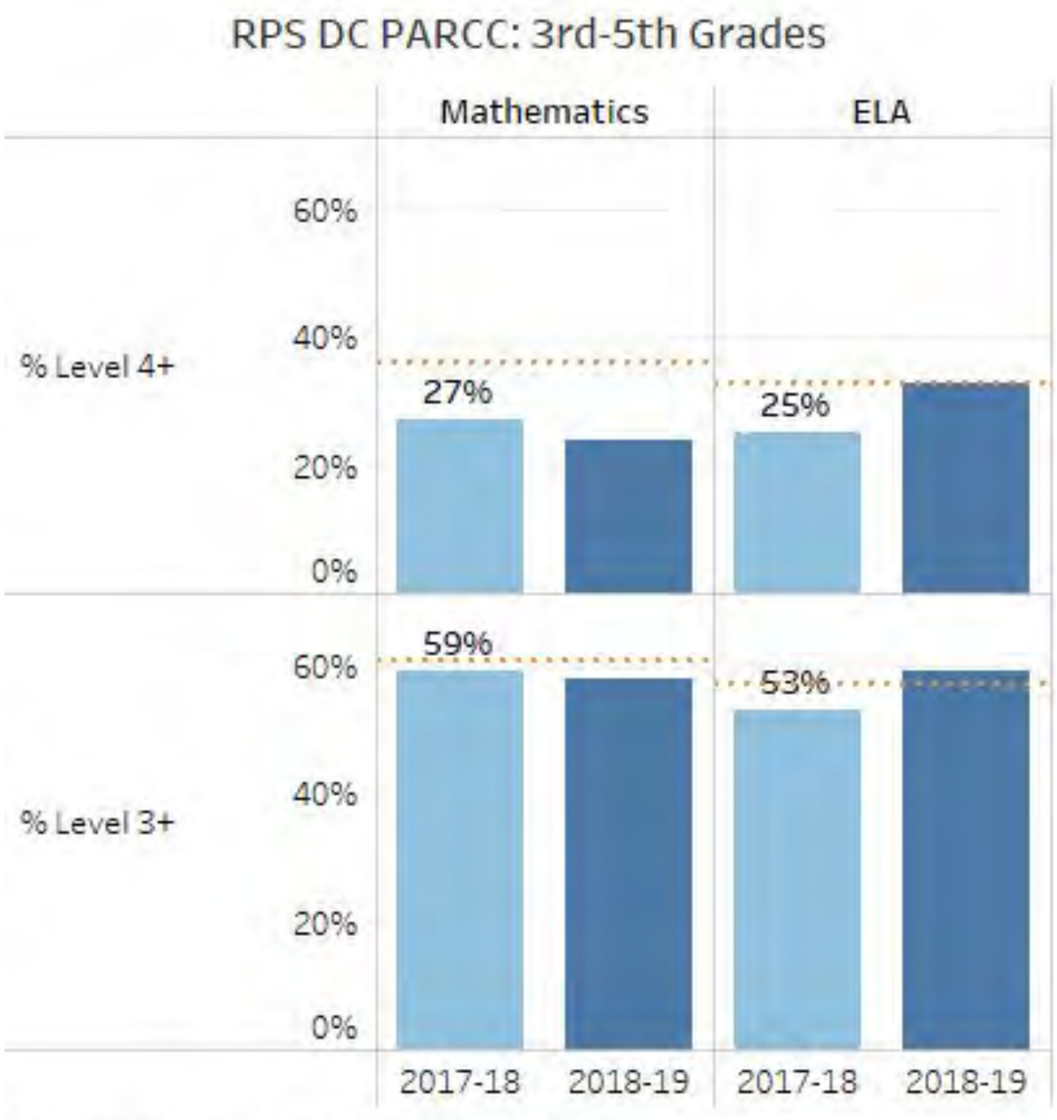
2018-19 Learnings

- Depth of understanding of instructional curricula for Regional Achievement team is critical, especially in ability to modify to student needs
- Above decision-making in the middle of the year that drove results in the Spring; need to implement these strategies earlier

2019-20 Focus

- **Leadership:** Dedicated DOS (rather than RD/DOS) for NSH/MKE, bringing wins of NSH to MKE and better fidelity and depth of understanding to execute on model
- **ELA:** Extending the strategy from the second half of year with LLI and guided reading
- Adding **small group instruction** after school
- Moving from off-model to standard **rotational model** at RTP

With focus on refining HUM planning and instruction, PARCC ELA results jumped 8 ppts from last year



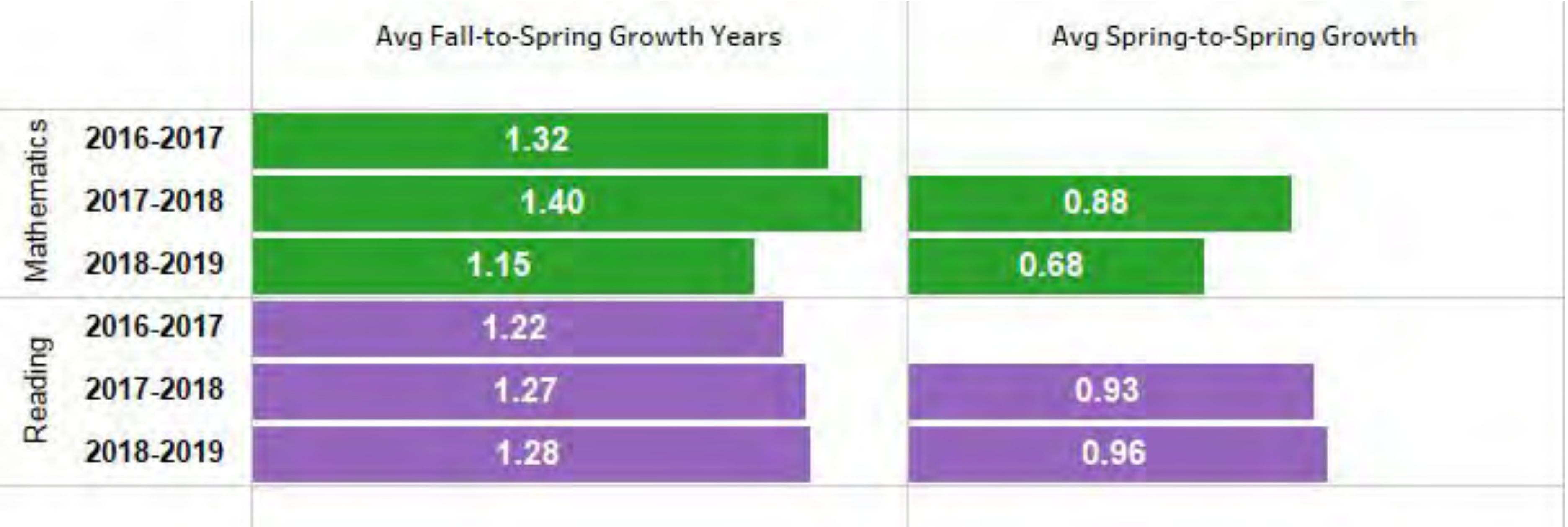
Gold dotted line represents 2017-18 DC average

2018-19 Results

- **PMF Projections**
  - **RLP:** Tier 1 for second year in a row
  - **RISE:** High Tier 2
- **ELA:** +8 ppt jump in ELA performance on PARCC
  - Expect to achieve similar results as DC school average with PARCC ELA improvements
- **Math:** Slight decline in PARCC Math results; however, results skewed at RLP with student enrollment increasing over four-fold

NOTE: PARCC results are embargoed.

Sustained DC progress weakened by high summer loss



Key takeaways

- **Spring-to-Spring growth continues to be below 1 year of growth in both subjects**
  - DC has notably larger summer loss rates than other RPS regions
  - Fall-to-Spring growth is unable to make up the summer loss
- **Reading results were similar to last year**
  - Maintained strong Fall-to-Spring growth over past three years
  - But Spring-to-Spring growth still low and preventing absolute improvements

DC: Reflections on 18-19 and focus areas for 19-20

2018-19 Wins

- RLP will be **Tier 1**, while RISE higher Tier 2
- Investment in Humanities paid off with **strong ELA results** (+8 pts on PARCC)
- **Instructional practice** has gotten stronger with execution and coaching
- **Tier 2 and 3 behaviors** have been managed much more effectively through trauma informed practice (G2-5)

2018-19 Learnings

- In particular, need to improve **Math Spring-Spring** results
- **Continue** to invest in Lavinia partnership and elevating ELA results
- **Focus** on K-2 as much as 3-5
- **High summer loss** preventing absolute improvement

2019-20 Focus

- **Regional Leadership:** Local DOS and Achievement Manager to serve two schools
- **Normed Instructional Management** to replicate HUM success in all grades.
- **Purpose over Power:** Trauma informed practice (mindset); strong Tier 1 systems; individualized interventions and differentiated supports
- **School Leader Pipeline:** SL development focused on equity and adaptive leadership.
- **MTSS:** Clear progress monitoring periods/benchmarks/cycles of interventions

ROCKETSHIP

ROCKETSHIP
PUBLIC SCHOOLS

RPS Business Committee
National Update August 2019

August 21, 2019

Agenda

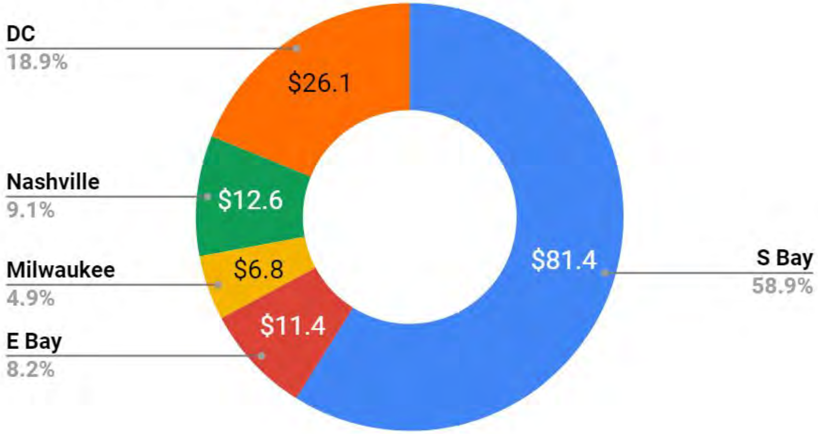
- 2018-19 EOY Financial Review
- 2019-20 Budget Update
- Additional Business Items
    - Audit and Process Update
    - Facilities Update

2018-19 YE Financial Review

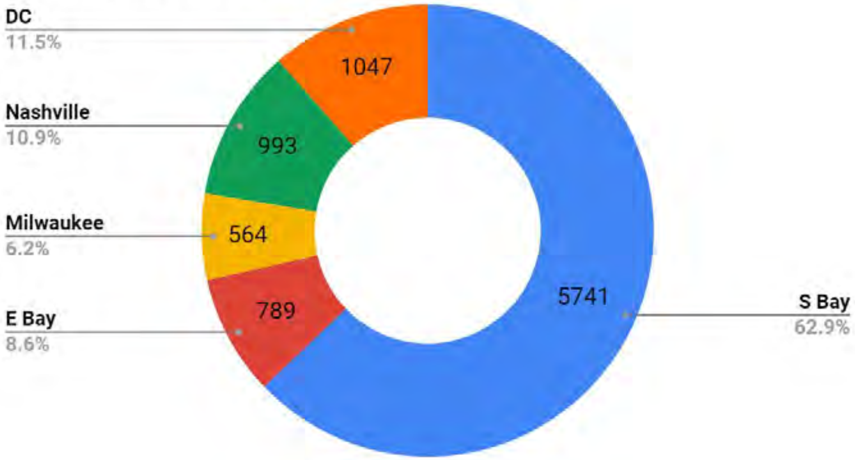
FY19 Year End Financial Snapshot

Consolidated ($M)		Q4 YTD	Annual Budget	Variance
Revenue		153.7	138.5	15.1
Expense		145.8	138.7	-7.1
CINA		7.9	-0.2	8.1
Cash		29.6	22.3	7.3

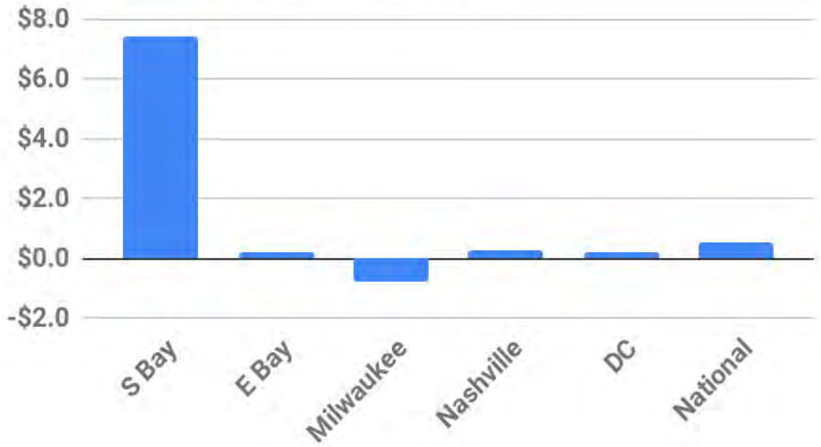
Q4 YTD Revenue by Region ('000s)



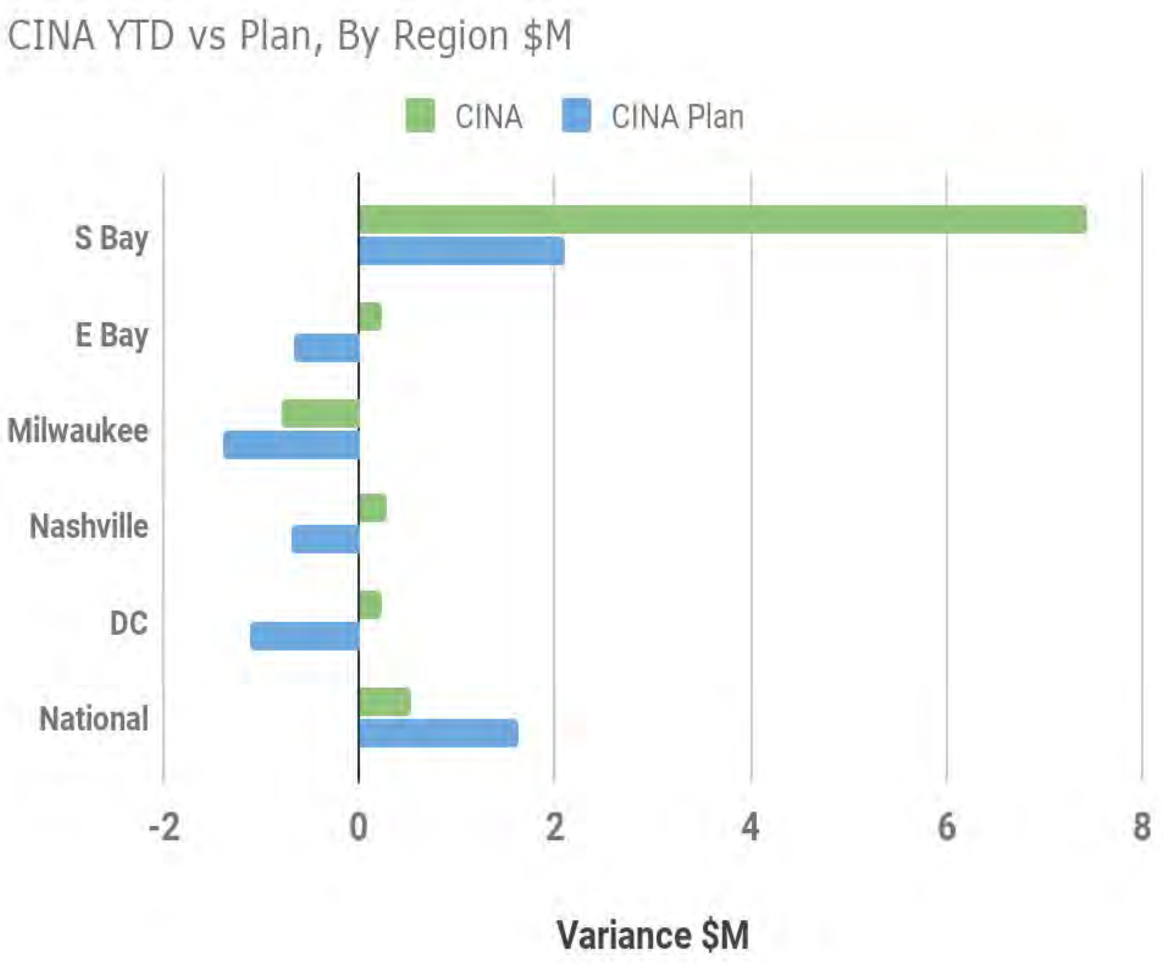
Enrollment by Region



Q4 YTD CINA by Region ($000)



FY19 Year End CINA: Drivers by Region



Key Drivers of Variance:

Bay Area:

- SB740 Facility funding, State able to fully fund in both FY18 and FY19, raising funding ~$850 to $1100 per ADA ($1.6M /yr; $3.2M positive revenue
- Grant funding from National to RRWC $0.6M, RDL $0.9M revenue increases

NSH

- Late increase of per pupil funding from MNPS ~ $570/student to $10,730

DC

- Non cash lease liability reduction of $1.8M following RISE bldg acquisition by Launchpad

National

- Grants to schools lowered CINA

FY2019 CINA Detail: Non Recurring Drivers

FY 2019 CINA one time impacts	**$M**
CA Facility (prior fy18 1 year impact)	1.8
Grants intercompany	2.9
LDC grant to RSED	0.6
Lease Related Liability Reductions	2.5
Subtotal Revenue	**7.8**
Unrecoverable expense	0.6
Grants Intercompany	2.9
Subtotal Exp	**3.5**
CINA: One time impacts	**4.3**

Consolidated ($M)		**Q4 YTD**	**Annual Budget**	**Variance**
Revenue		153.7	138.5	15.1
Expense		145.8	138.7	-7.1
CINA		7.9	-0.2	8.1
Cash		29.6	22.3	7.3

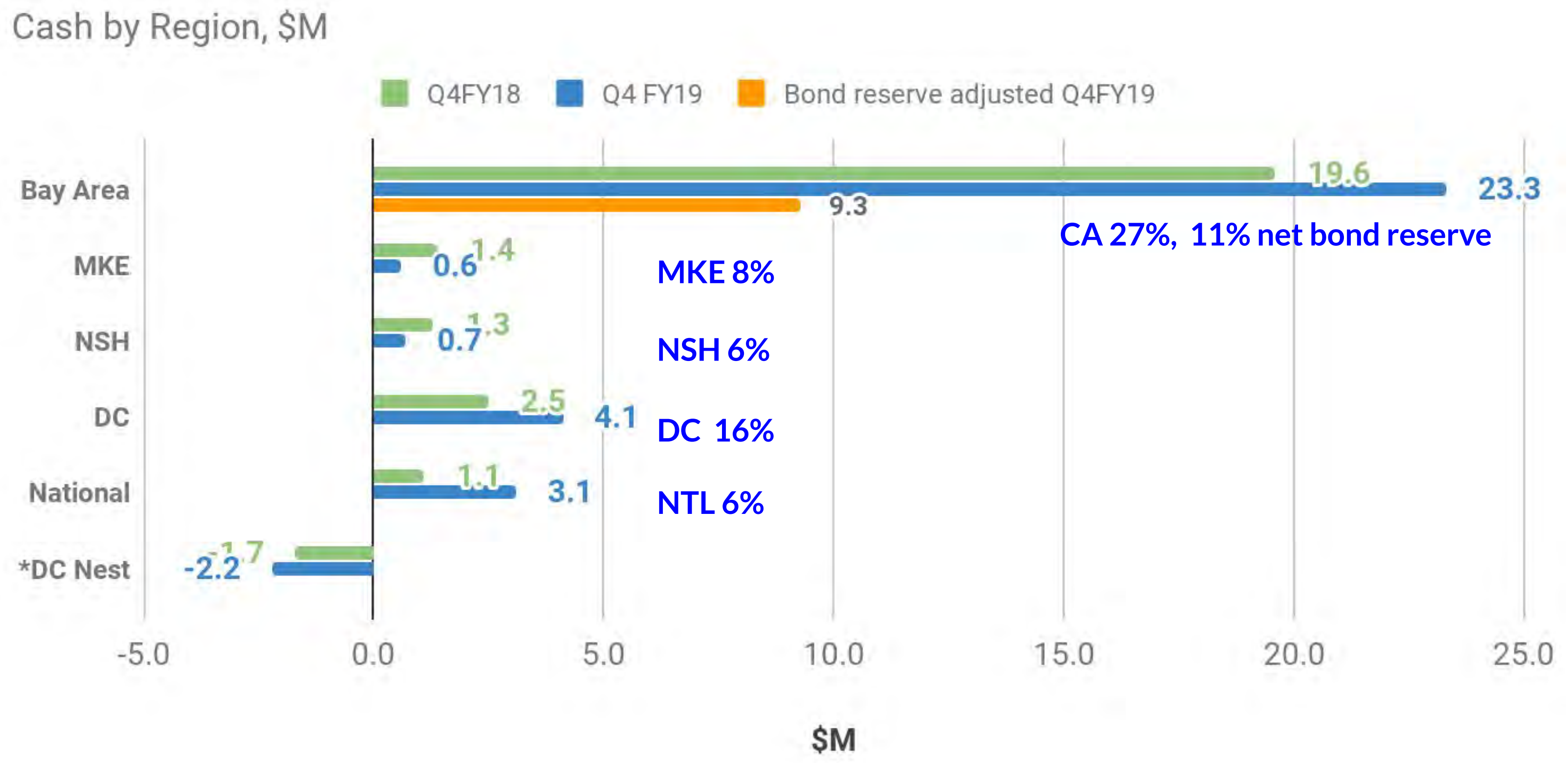
Q4 YE 2019 RPS Budget to Actuals

				FY 2019				Budget RSED
	South Bay	**East Bay**	**NSH**	**MKE**	**DC**	**National**	**Total**	**FY2019**
Revenues								
Public Revenues	77,133	9,596	11,668	6,285	22,926	125	127,733	116,474
Network Service Fees and Grants	3,971	1,391	870	258	2,742	11,490	20,723	15,152
Philanthropy	190	409	33	228	562	3,857	5,279	6,900
Total Revenues	**81,295**	**11,395**	**12,571**	**6,771**	**26,231**	**15,473**	**153,735**	**138,526**
Expense								
Compensation	34,600	5,270	5,793	3,923	7,893	8,225	65,704	67,220
Other	19,822	3,266	4,076	2,295	10,031	6,564	46,054	37,013
Lease Expense	9,776	1,259	703	580	5,333	164	17,815	19,082
Network Service Fee	9,905	1,322	1,710	775	2,586	0	16,298	15,387
Total Expense	**74,103**	**11,117**	**12,282**	**7,573**	**25,843**	**14,953**	**145,871**	**138,702**
Net Income	**7,342**	**218**	**288**	**-802**	**388**	**520**	**7,864**	**-176**

Note FY19 Other$46M, increase of $9M, includes one time expenses, shift of consultant spending vs compensation, incremental materials/supplies cost, and increased school operating expense approved as revenue increased

Regional cash update - cash management

- **Q4** cash balance at $29.6M up from FY18 of $24.2M; 20.3% of expense in total, but ranges from 6% to 27% depending on region
- However: Bond reserve liquidity needs represent ~14M of Bay area cash; Plan for future loan balances with maturity FY21, FY22 $1.7M
- Short term investment sweep initiated with Heritage; Short term money market pending in DC with approval



CA 27%, 11% net bond reserve

MKE 8%

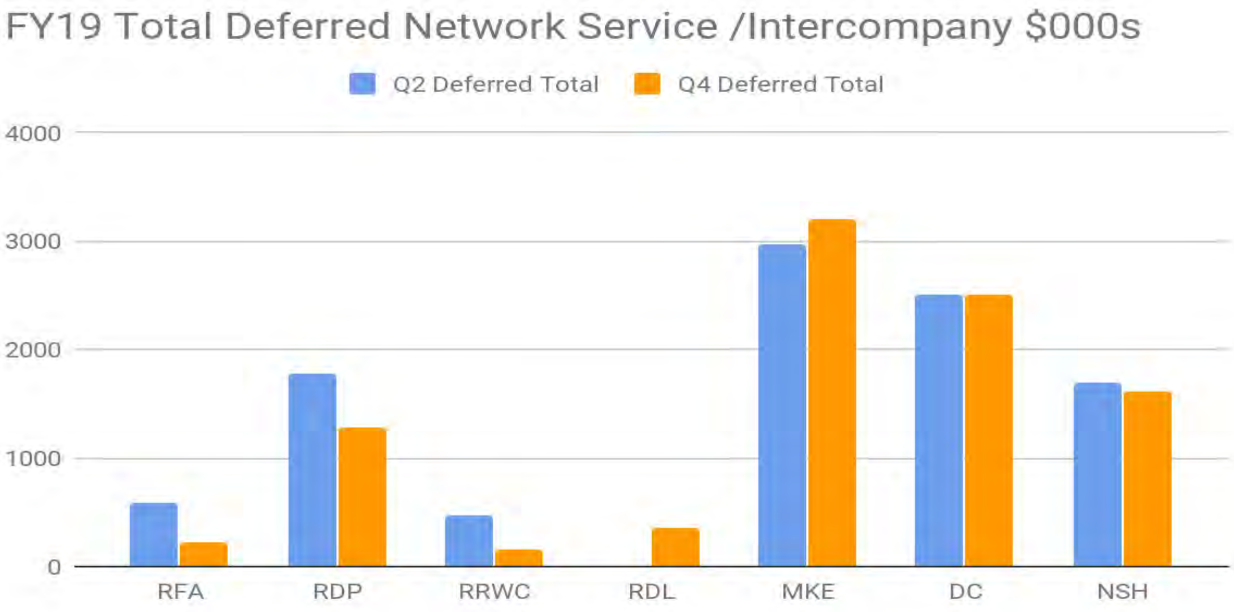
NSH 6%

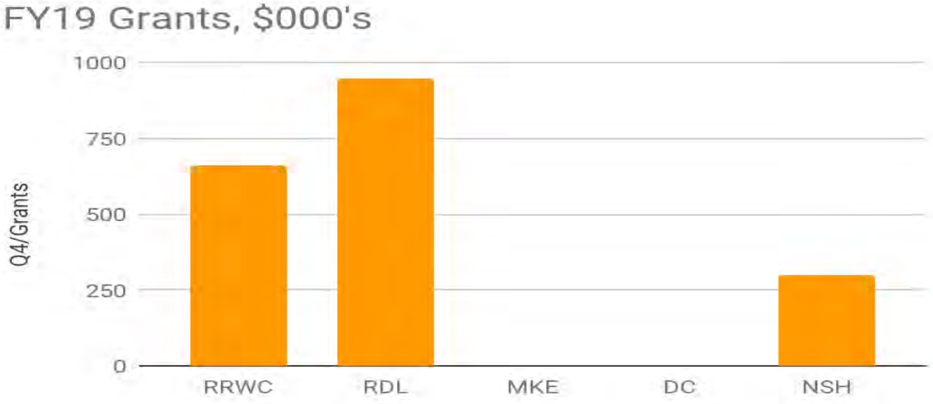
DC 16%

NTL 6%

Q4 Update: monitoring of loan balances and deferrals

- CSGF restructured loan maturities during Fy19, moving most repayments out by ~ 2 years to FY21, Fy22
- RDP and RFA reduced liabilities; while grants and supports continue in MKE, RRWC, RDL, NSH





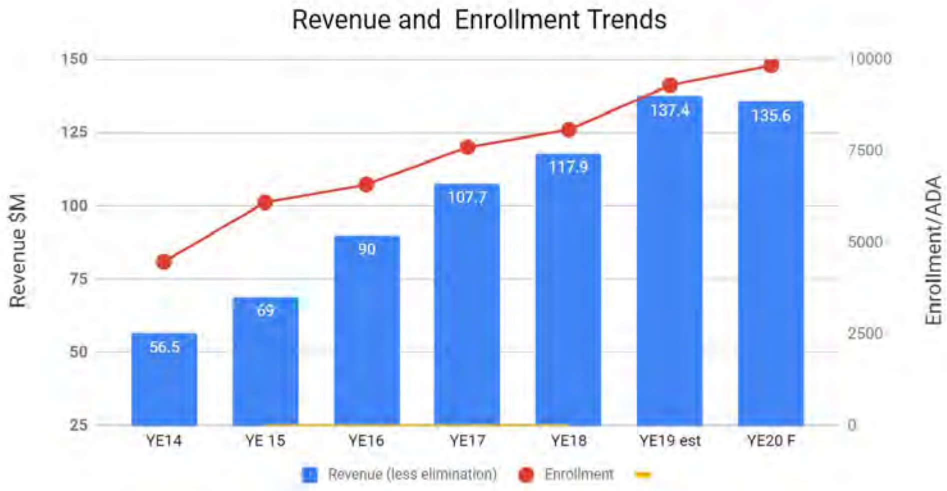
Q4 FY19 Balance sheet update

Balance Sheet 06/30/19							**6/30/19**	**12/31/18**	**6/30/18**
$ Millions	**Bay Area**	**MKE**	**NSH**	**DC**	**National**	**Adjs/ Elim**	**RSED**	**RSED**	**RSED**
Assets									
Cash and cash equivalents	23.3	0.6	0.7	4.1	3.1	-2.2	29.6	21.9	24.2
Accounts Receivable	11.2	2.9	1.0	0.4	1.8	0.4	17.6	20.6	16.3
Prepaid	0.5	0.1	0.1	0.2	0.3		1.1	2.0	
Security Deposits	0.4	0.0	0.0	0.0	0.0		0.4	0.4	
Property, plant & equipment	4.8	0.0	0.1	0.0	0.1		5.0	6.5	6.2
Note receivable	0.7	0.2	0.6	0.0	4.7	0.9	7.1	7.1	7.3
Total Assets	**40.8**	**3.8**	**2.4**	**4.7**	**10.0**	**-1.0**	**60.8**	**58.5**	**54**
Accounts Payable	3.7	0.4	0.4	1.1	2.2	-0.2	7.5	2.6	6.3
Accrued Liabilities	-0.2	0.1	0.2	0.0	0.2		0.3	1.6	2.4
Deferred Revenue	1.2	1.7	0.0	0.0	0.0	-0.2	2.7	8.5	0.6
Deferred Lease Liability	2.0	0.1	0.0	3.4	0.0	0.0	5.4	7.3	
Deferred management fee	1.5	1.7	1.1		0.0	0.0	4.3	6.8	5.2
Intercompany Loan	0.8	1.5	0.6	1.9	0.0		4.8	5.5	5.2
Long-Term Loans	1.0	0.3	0.9		0.2	0.0	2.4	1.9	5.9
Total Liabilities	**10.0**	**5.7**	**3.1**	**6.4**	**2.6**	**-0.4**	**27.3**	**34.2**	**25.6**
Net Assets	30.8	**-1.9**	**-0.7**	**-1.7**	**7.4**	**-0.6**	**33.5**	**24.3**	**28.4**
Total Liabilities and Net Assets	**40.8**	**3.8**	**2.4**	**4.7**	**10.0**	**-1.0**	**60.8**	**58.5**	**54**

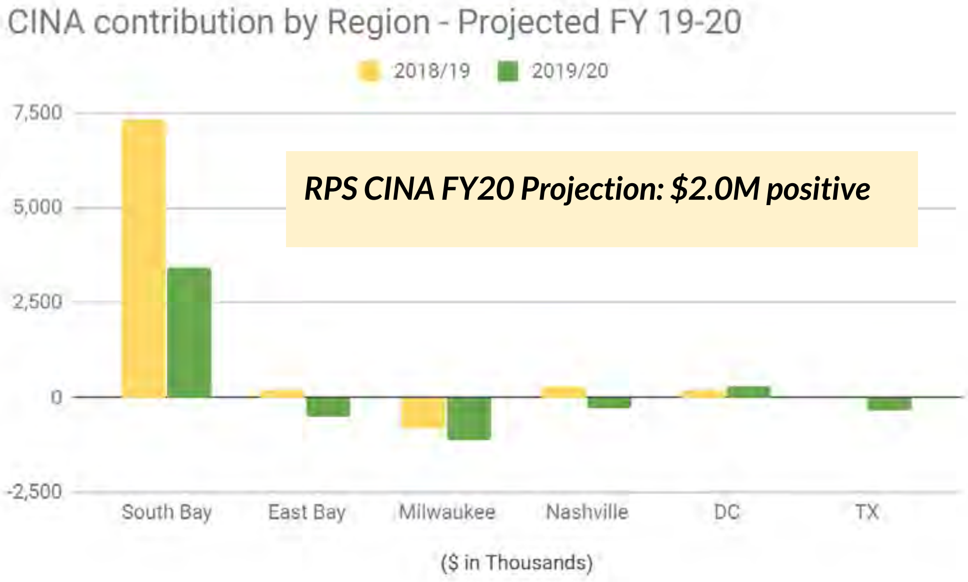
August Presentation: 2019-20 Budget

2019-20 Budget Snapshot: August update

- BET target enrollment at 9844 in 19/20 up 6% YoY
- Organizational revenue modest growth at $135M (less inter co eliminations); Note FY19 includes several one time revenue increases
- South Bay remains solid and DC projected to reach positive CINA
- Nashville narrowing deficits
- Investments in MKE with campus expansion
- Initial investments planned in TX



Revenue and Enrollment Trends



CINA contribution by Region - Projected FY 19-20

RPS CINA FY20 Projection: $2.0M positive

Enrollment expected to increase across all regions

- Strong start in Nashville with BET on track with enrollment potential to exceed Finance targets
- Excellent community response in East Bay at Futuro and Delta Prep
- DC: RLP growth projected to lead increase in DC

	Aug FY19 Enrollment	May BET FY20 Enrollment	Current FInance BET FY20	Enrollment Change YoY
South Bay	5790	5,911	5,843	**53**
East Bay	864	1,015	985	**121**
MKE	573	652	652	**79**
NSH	980	1,066	1066	**86**
DC	1091	1,298	1298	**207**
Total	9298	9,942	9,844	**546**

Detail: Enrollment expected to increase across regions

		Aug FY19 Enrollment	Proj ADA/ADM FY19	May BET FY20 Enrollment	Current FInance BET FY20	Enrollment Change YoY Aug to Aug
RMS	Mateo Sheedy	542	523	550	539	(3)
RSSP	Si Se Puede	431	393	425	416	(15)
RLS	Los Suenos	455	428	463	463	8
ROMO	Mosaic	581	560	604	604	23
RDP	Discovery Prep	528	494	529	518	(10)
RBM	Brilliant Minds	587	563	615	620	33
RSA	Alma	519	482	537	527	8
RSK	Spark	609	568	606	606	(3)
RFZ	Fuerza	634	600	651	638	4
RRWC	Redwood City	273	255	303	297	24
RRS	Rising Stars	631	587	628	615	(16)
RFA	Futuro	424	400	559	534	110
RDL	Delta Prep	440	363	456	451	11
RSCP	Southside Comm Prep	491		500	500	9
RTP	Transformation Prep	82		152	152	70
RNNE	Nashville Northeast	419	411	510	510	91
RUA	United Academy	561	547	556	556	(5)
RISE	RISE	629		712	712	83
RLP	Legacy Prep	462		586	586	124
Total		9298		9942	9,844	546

Daily Student Counts show encouraging proximity to BET

By School: Average % to BET

	RMS	RSSP	RLS	ROMO	RDP	RBM	RSA	RSK	RFZ	RRS
BET	528	408	456	567	508	602	504	611	623	628
PowerSchool Actual	529	398	457	589	528	635	521	632	624	636
Daily Student Count 8/16	509	365	418	574	497	614	499	599	597	616
Average % to BET thru 8/16	92.7%	86.7%	90.0%	96.8%	94.1%	98.8%	98.9%	98.4%	96.6%	98.7%

	RRWC	RFA	RDL
BET	291	509	446
PowerSchool Actual	301	534	479
Daily Student Count 8/16	280	509	450
Average % to BET thru 8/16	92.4%	96.6%	98.1%

RUA	RNNE
556	510
573	527
530	498
93.8%	97.9%

RSCP	RTP
500	152
521	152
479	134
97.1%	91.0%

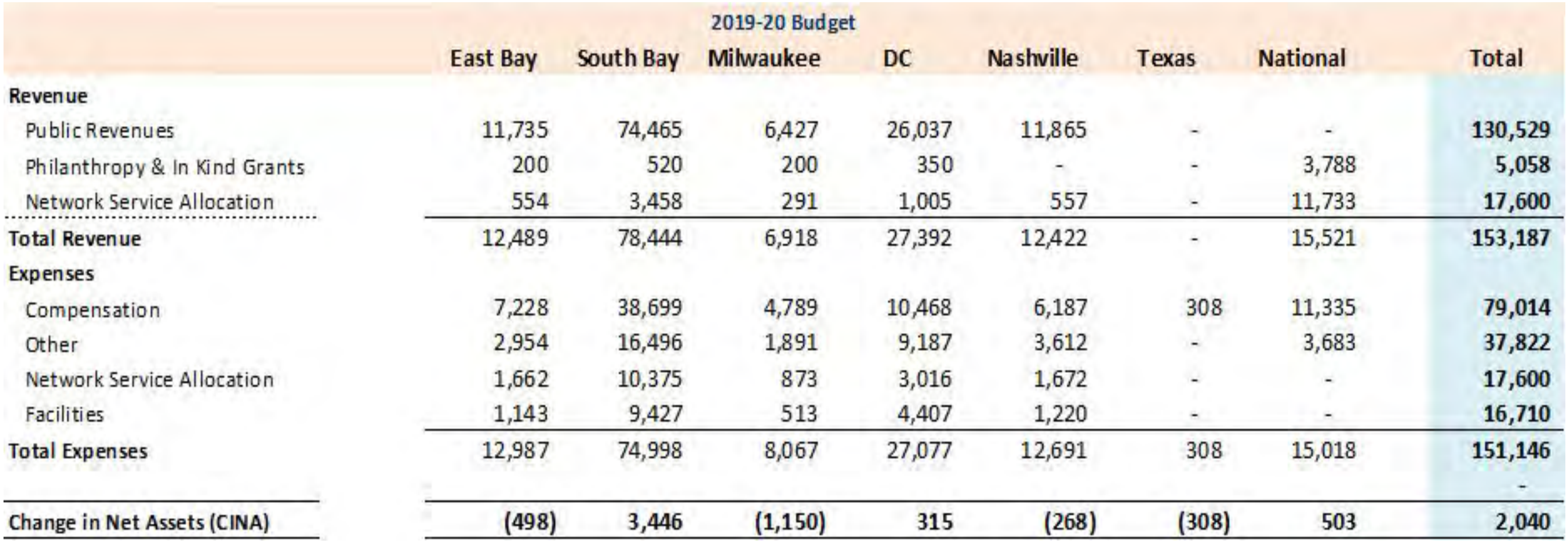
Average Regional Daily Student Counts all near 95% to BET

Regional Rollup: Average % to BET

	San Jose	East Bay & Penin	Nashville	Milwaukee
BET	5,435	1,246	1,066	652
PowerSchool Actual	5,549	1,314	1,100	673
Daily Student Count 8/16	5,288	1,239	1,028	613
Average % to BET thru 8/16	95.6%	94.9%	95.7%	95.7%

- With Day 1-15 Initiative, we saw the Bay Area region remain near the 95% target for the second year in a row.
- Implementation of Day 1-15 Initiative led to meaningful increases across other regions:
    - Nashville: 91.3% to BET in 18-19 Week 1, **+4.3% this year**
    - Milwaukee: 78.5% to BET in 18-19 Week 1,**+17.2% this year**

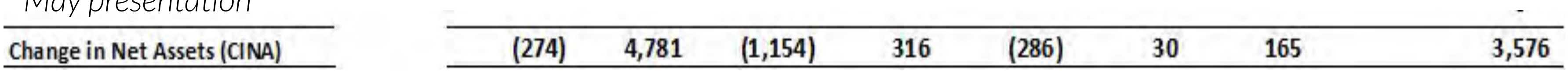
2019-20 budgets: RSED Summary by Region



	2019-20 Budget							
	East Bay	South Bay	Milwaukee	DC	Nashville	Texas	National	Total
Revenue								
Public Revenues	11,735	74,465	6,427	26,037	11,865	-	-	**130,529**
Philanthropy & In Kind Grants	200	520	200	350	-	-	3,788	**5,058**
Network Service Allocation	554	3,458	291	1,005	557	-	11,733	**17,600**
Total Revenue	12,489	78,444	6,918	27,392	12,422	-	15,521	**153,187**
Expenses								
Compensation	7,228	38,699	4,789	10,468	6,187	308	11,335	**79,014**
Other	2,954	16,496	1,891	9,187	3,612	-	3,683	**37,822**
Network Service Allocation	1,662	10,375	873	3,016	1,672	-	-	**17,600**
Facilities	1,143	9,427	513	4,407	1,220	-	-	**16,710**
Total Expenses	12,987	74,998	8,067	27,077	12,691	308	15,018	**151,146**
								-
Change in Net Assets (CINA)	**(498)**	**3,446**	**(1,150)**	**315**	**(268)**	**(308)**	**503**	**2,040**

- Recommendation for August 2019 Board Approval - Final Budget
- CINA $2.0M reflects growing regions and solid South Bay
- Philanthropy of ~$5.0M philanthropy includes in kind service grants; Net National raise of $3.8M targeted

May presentation



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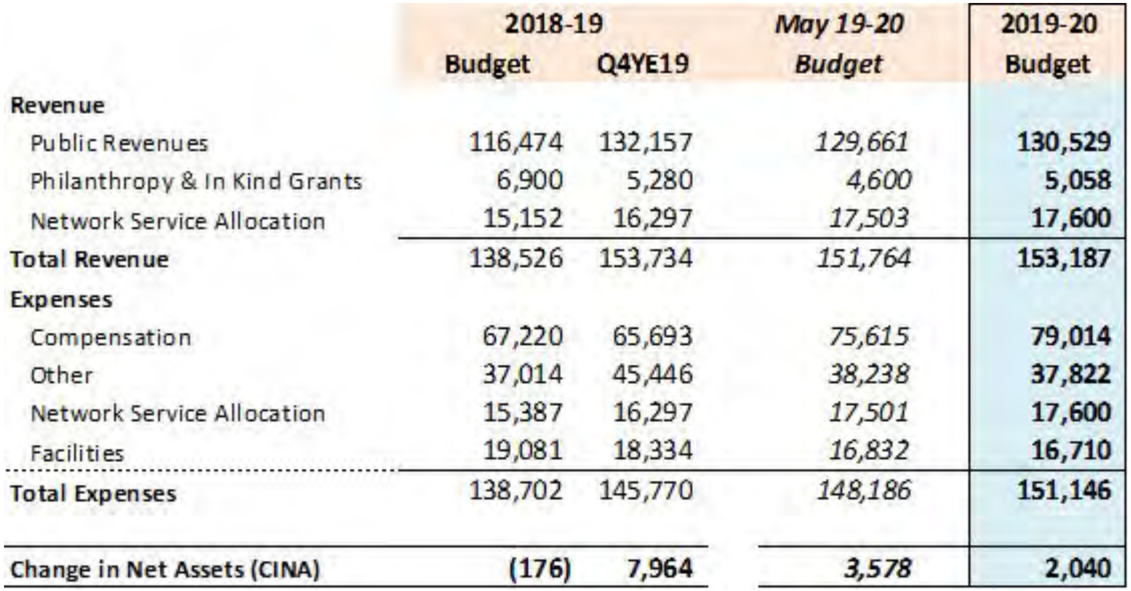
Change in Net Assets (CINA)	**(274)**	**4,781**	**(1,154)**	**316**	**(286)**	**30**	**165**	**3,576**

2019-20 budgets: RSED consolidated comparison



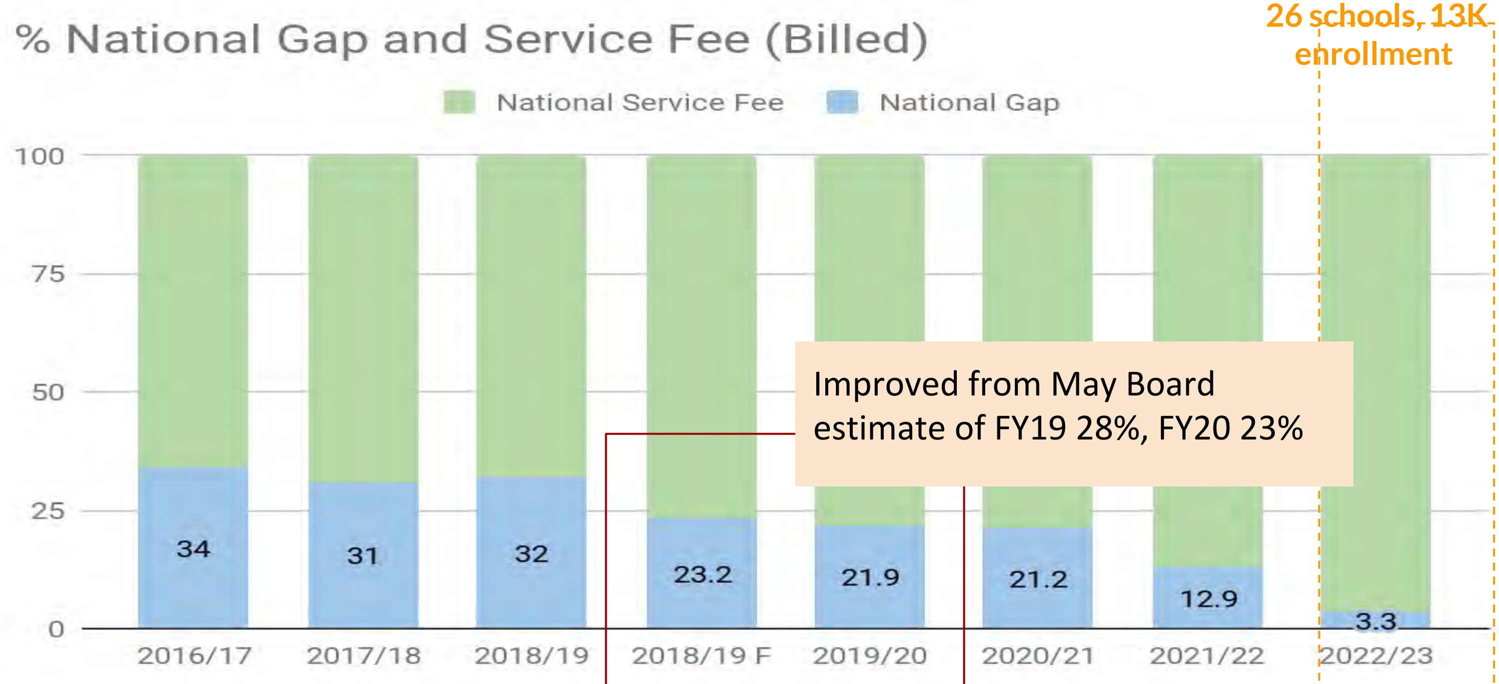
	2018-19		May 19-20	2019-20
	Budget	Q4YE19	*Budget*	Budget
Revenue				
Public Revenues	116,474	132,157	*129,661*	**130,529**
Philanthropy & In Kind Grants	6,900	5,280	*4,600*	**5,058**
Network Service Allocation	15,152	16,297	*17,503*	**17,600**
Total Revenue	138,526	153,734	*151,764*	**153,187**
Expenses				
Compensation	67,220	65,693	*75,615*	**79,014**
Other	37,014	45,446	*38,238*	**37,822**
Network Service Allocation	15,387	16,297	*17,501*	**17,600**
Facilities	19,081	18,334	*16,832*	**16,710**
Total Expenses	138,702	145,770	*148,186*	**151,146**
Change in Net Assets (CINA)	**(176)**	***7,964***	***3,578***	**2,040**

- **Recommendation for August 2019 Board Approval - Final Budget**
- Compensation investment in Bay and DC, partially offset by revenue increase, shift from consultants to compensation in Nest: $3.3M total
- CINA $2.0M reflects growing regions and solid South Bay
- Update from May reflects more recent enrollment assessments as well as increased staffing at certain schools

Sustainability impact

NeST sustainability has been defined by our ability to match National NeST costs to network service fee revenue; Deferrals still impact net cash service fees

National Sustainability; 26 schools, 13K enrollment



Improved from May Board estimate of FY19 28%, FY20 23%

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
National Service Fee	9,169	11,490	11,733	12,466	14,125	15,991
National Op Expense	13,311	14,953	15,018	15,817	16,212	16,536
Mgmt Fee Gap	*4,142*	*3,463*	*3,285*	*3,350*	*2,087*	*545*
% gap	31%	**23.2%**	**21.9%**	21%	13%	3%

Strategic review

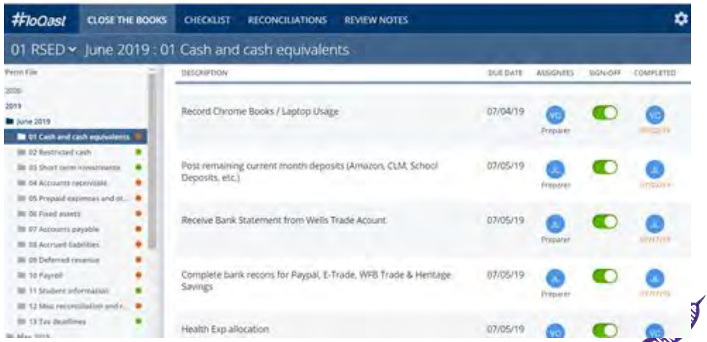
Audit Update

Key timelines and activities:

- Year end detailed financial close continues in preparation for unaudited financial submissions
- CA CDE unaudited financials due 9/15
- Auditor onsite/or detail remote reviews commence September:
    - MKE: Sept 3
    - CA, TN, LDC, Consolidations : CLA Sept 9
    - DC: Sept 16
- Drafts to RPS for review~ 11/14
- Completed and submitted to authorizers 12/5
    - CA due 12/15

Process Impacts:

- Adoption of Lease standard delayed by FASB; However, we have proceeded to codify our lease accounting processes and reconciliations
    - **LeaseQuery** software vendor selected
    - Implementation in process; with completion October
- **FloQast**
    - Acctg team furthering implementation to fulfill reporting needs for close and audit
        - Evolution from single source of info=> excel worksheet tracker=> Floqast daily team monitoring of deliverable and cataloging of data


#FloQast
CLOSE THE BOOKS
CHECKLIST
RECONCILIATIONS
REVIEW NOTES
01 RSED
June 2019 : 01 Cash and cash equivalents
2019
June 2019
01 Cash and cash equivalents
02 Restricted cash
04 Accounts receivable
05 Prepaid expenses and ot...
06 Fixed assets
07 Accounts payable
08 Accrued liabilities
09 Deferred revenue
10 Payroll
11 Student information
12 Misc reconciliation and r...
13 Tax deadlines
Preparer

DESCRIPTION	DUE DATE	ASSIGNEES	SIGN-OFF	COMPLETED
Record Chrome Books / Laptop Usage	07/04/19	VC Preparer		VC
Post remaining current month deposits (Amazon, CLM, School Deposits, etc.)	07/05/19	Preparer		
Receive Bank Statement from Wells Trade Acount	07/05/19	Preparer		
Complete bank recons for Paypal, E-Trade, WFB Trade & Heritage Savings	07/05/19	Preparer		
Health Exp allocation	07/05/19	VC		VC

Facility financing and new developments progress

Financings completed by year end, with new leases for RPS schools

- **RISE DC -** First successful DC bond offering through an Obligated Group structure
    - Take out of Turner lease; Closed May 1
    - Bond pricing at 4.50%
- **RUA NSH** - Charter Impact Fund, new relationship
    - Take out of Turner lease; Closed June 1
    - Direct long term loan pricing at 4.375%
- **MKE2/RTP** short term land financing
    - IL Facilities Fund short term loan; Closed Apr 29
    - Direct loan pricing at 5.50%

DC3 Lease and Project commencement approved by DC Board

MKE: RTP school move into Phase 1 in August; long term financing of full project (with contingency to limit phasing) to proceed in Fall with targeting closing Nov 2019, start of Phase 2 construction by Jan 5, 2020.

ROCKETSHIP