



**Tuesday, May 18, 2021**  
**Rocketship Public Schools Business Committee (2020-21 Q4)**

**Meeting Time: 10:30am to 12:30pm**

**Webinar link: <https://rocketshipschools.zoom.us/j/81394787156>**

**Public Comment: Members of the public can make comment on off-agenda items at the start of the meeting, and on agenda items immediately preceding the board's discussion of each item. Please use the webinar's "raise hand" feature to indicate you would like to make a comment. You will be recognized once the public comment time begins, and will be unmuted by the host and permitted to make comment for a duration of up to 3 minutes.**

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**1. Opening Items**

- A. Call to order
- B. Public comment on off-agenda items

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**2. Information Items**

- A. List of checks in excess of \$100,000

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**3. Consent Items**

- A. Approve minutes from February 16, 2021 Business Committee meeting

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**4. Agenda Items**

- A. Financial overview and 2020-21 forecast
- B. Review 2021-22 annual plan and recommend approval of 2021-22 budget to Rocketship Board of Directors
- C. Review real estate project updates and approve the new maturity date for Rocketship Mosaic and Rocketship Alma leases, associated with the refinancing of the existing longer term facility debt financing via Launchpad
- D. Recommend adoption of California Expanded Learning Opportunities Grant Plan to Rocketship Board of Directors

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**5. Adjourn**

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.

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 us at [compliance@rsed.org](mailto:compliance@rsed.org).

SPANISH & VIETNAMESE TRANSLATION: If you need Spanish or Vietnamese audio translation in order to access the Rocketship Board meeting, please send a request to [compliance@rsed.org](mailto:compliance@rsed.org) at least 24 hours before the start of the meeting. If you would like to make a public comment in Spanish or Vietnamese and would like us to translate to English for the Board, please send a request to [compliance@rsed.org](mailto:compliance@rsed.org) at least 24 hours before the start of the meeting.

Si necesita traducción de audio al español para acceder a la reunión de la Mesa Directiva de Rocketship, envíe una solicitud a [compliance@rsed.org](mailto:compliance@rsed.org) por lo menos 24 horas antes del inicio de la reunión.

Si desea hacer un comentario público en español y desea que lo traduzcamos al inglés para la Mesa Directiva, envíe una solicitud a [compliance@rsed.org](mailto:compliance@rsed.org) por lo menos 24 horas antes del inicio de la reunión.

Rocketship Education  
Checks signed in excess of \$100,000  
Jan 2021 - Mar 2021

Check Date	Check #	Vendor and Invoice #	Invoice Amount	Amount of check
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**Reoccurring Monthly Budgeted Expenditures (Policy #138 August 2014)**

**Subtotal by category**

**Group health**

1/26/2021	43126	Cigna 2760698	424,767.60	424,767.60
2/23/2021	43296	Cigna 2775252	425,214.65	425,214.65
3/23/2021	43434	Cigna 2790582	425,214.65	425,214.65
1/21/2021	EFT	Kaiser Foundation Health Plan 12/02/2020 - 01/01/2021	274,011.71	274,011.71
2/23/2021	EFT	Kaiser Foundation Health Plan 01/02/2021 - 02/01/2021	275,371.54	275,371.54
3/29/2021	EFT	Kaiser Foundation Health Plan 02/02/2021 - 03/01/2021	273,671.76	273,671.76

**\$ 2,098,251.91**

**Software - Assessments - Manage fee and Step OAS Licenses FY21**

1/26/2021	43103	UChicago Impact LLC ST4398	182,767.90	182,767.90
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**\$ 182,767.90**

**FY21 SPED Consultants**

2/23/2021	43262	Cooperative Educational Service Agency #1	137,662.57	137,662.57
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**\$ 137,662.57**

**Budgeted Expenditures - not recurring payments**

Example	Jumpstart School startup online programs or furnitures.
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**Total - All checks signed in excess of \$100,000**

**\$ 2,418,682.38**

## **Rocketship Public Schools Audit Committee (2020-21 Q3) (Tuesday, February 16, 2021)**

Generated by Apoorva Katikaneni on Friday, March 05, 2021

### **1. Opening Items**

#### **A. Call to order**

At 12:31pm, Mr. Jordan took roll call. With a quorum of the committee present, Mr. Jordan called the meeting to order.  
Present: Louis Jordan, Greg Stanger, Julie Miller

#### **B. Public comment on off-agenda items**

At 12:32pm, Mr. Jordan called for public comment on off-agenda items. No comments were made.

### **2. Consent Items**

#### **A. Approve minutes from November 30, 2020 Audit committee meeting**

At 12:33pm, Mr. Jordan called for a motion to move this consent item to the agenda items. A motion was made by Ms. Miller, seconded by Mr. Stanger, and carried unanimously by roll call vote.

Y: Louis Jordan, Greg Stanger, Julie Miller

N: --

Abstain: --

### **3. Agenda Items**

#### **A. Approve minutes from November 30, 2020 Audit committee meeting**

At 12:35pm, Mr. Jordan called for a motion to approve the minutes from November 30, 2020. A motion was made by Ms. Miller, seconded by Mr. Stanger, and carried unanimously by roll call vote.

Y: Louis Jordan, Greg Stanger, Julie Miller

N: --

Abstain: --

#### **B. FY 2021 Audit calendar**

At 12:37pm, the committee discussed agenda item 3(A).

#### **C. Recommend to the Rocketship Public Schools Board of Directors approval of CliftonLarsenAllen (CLA) as auditor for the fiscal year 2020-21 consolidated audit of Rocketship Education and its affiliated entities**

At 1:06pm, Mr. Jordan called for a motion to move recommend to the Rocketship Public School Board of Directors approval of CliftonLarsenAllen (CLA) as auditor for the fiscal year 2020-21 consolidated audit of Rocketship Education and its affiliated entities. A motion was made by Mr. Stanger, seconded by Ms. Miller, and carried unanimously by roll call vote.

#### **C. Accounting standards review**

At 1:08pm, the committee discussed agenda item 3(C).

### **4. Adjourn**

At 1:20pm, Mr. Jordan called for a motion to adjourn the meeting. A motion was made by Mr. Stanger, seconded by Mr. Jordan, and motion was carried unanimously.

Y: Louis Jordan, Greg Stanger

N: --

Respectfully Submitted,

Apoorva Katikaneni  
Senior Compliance Associate  
Rocketship Public Schools

# RPS National Business Committee May 2021

May 18 2021

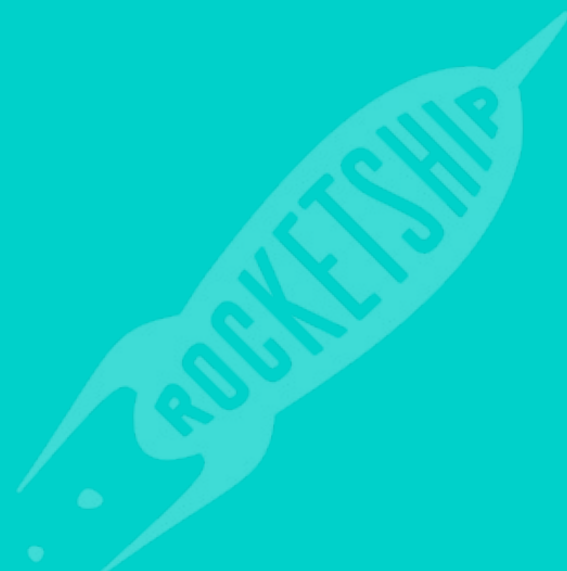


# Agenda

- Overview
- FY20-21 Forecast
- FY21-22 Annual Plan
- Project and Financing Updates
- CA Expanded Learning Opportunities Grant
- Appendix

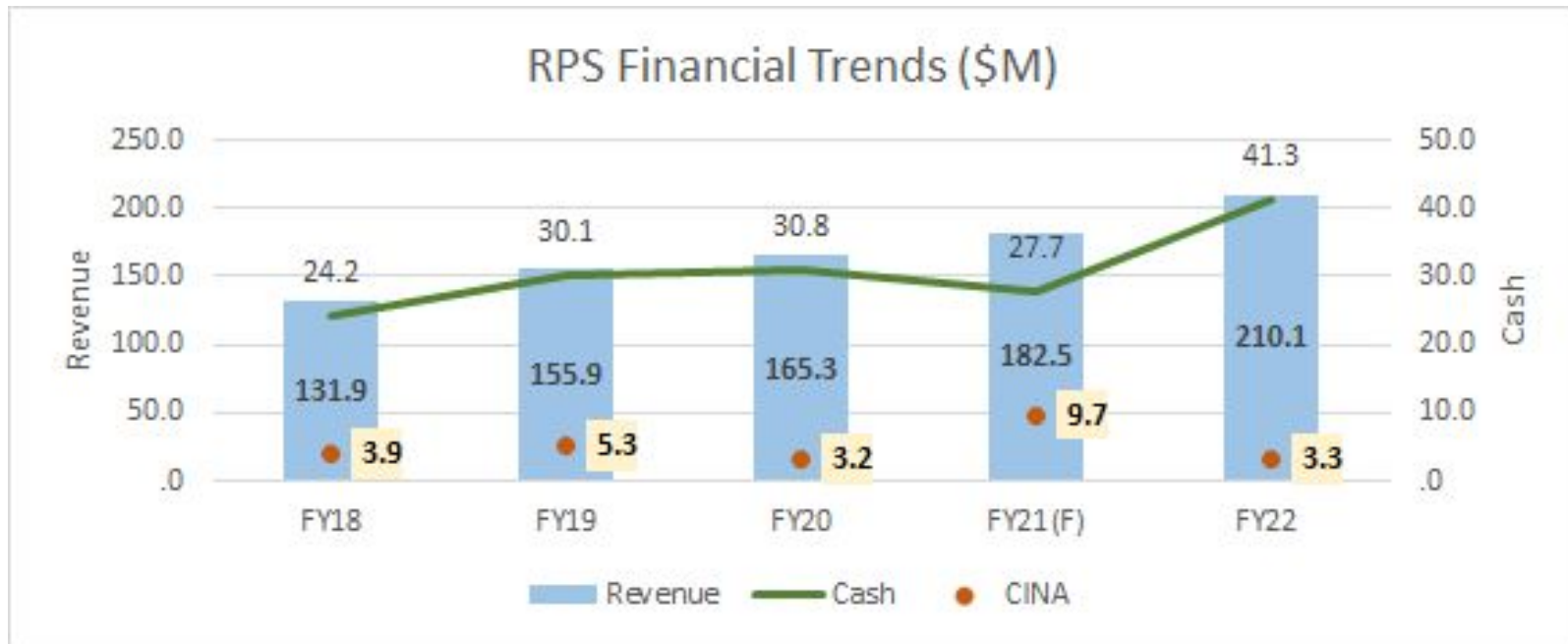


# Overview



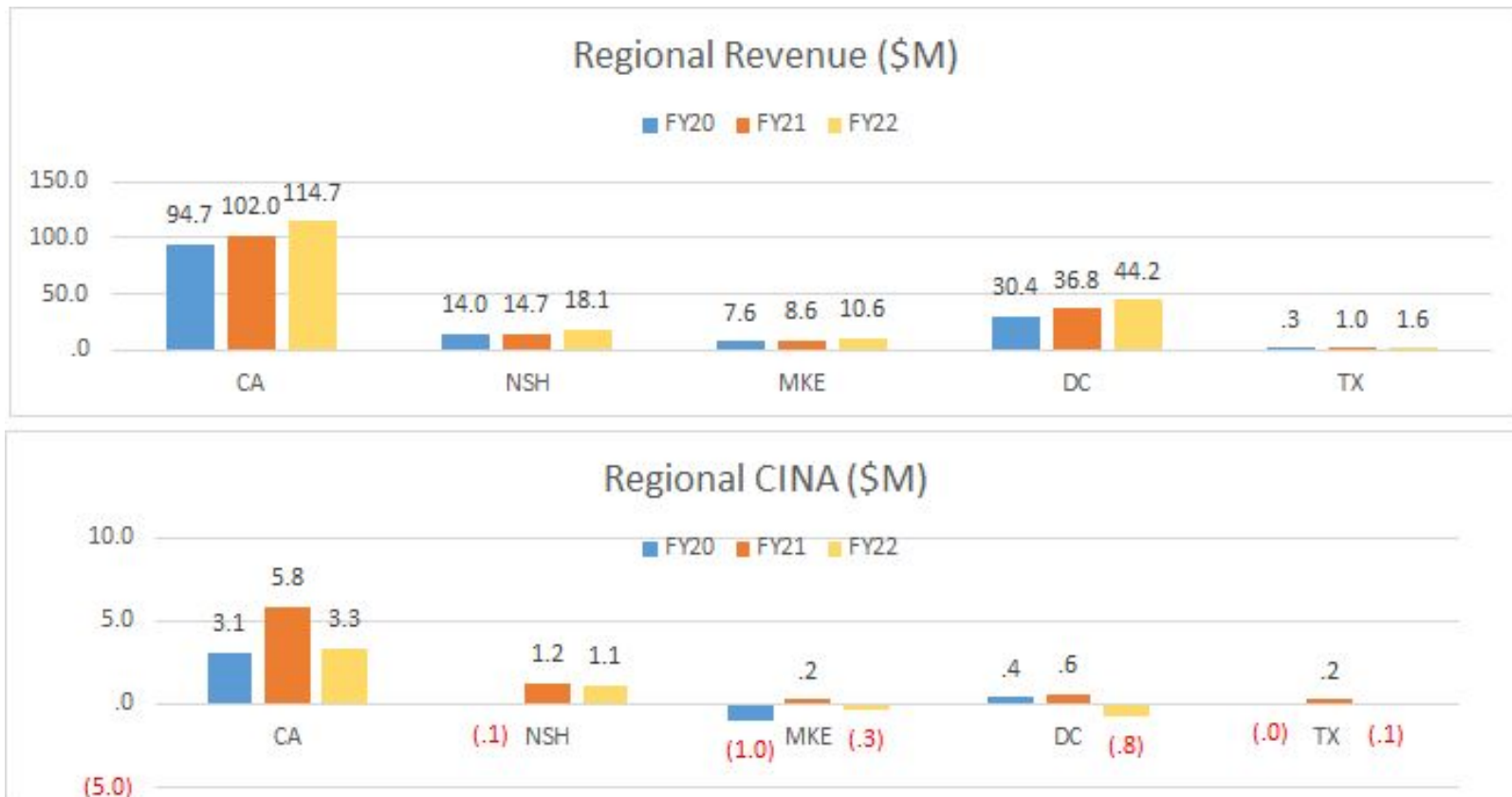
# Financial Overview

- Annual planning cross functional process completed from March - May
  - **Key focus on more rapidly and robustly addressing unfinished learning, safe return to in-person learning, wellbeing and safety of our students and team**
- BET target enrollment at 10,726 in FY22, Finance enrollment up 3.4% YoY
- Organizational revenue growth of 15% to \$210M, reflects significant one time funding supports (11%)
- FY21 CINA reforecast ahead of plan due to distance learning and conservative spend
- FY21 Cash projection reflects CA deferrals, and \$7M repayment in FY22 (pending May CA state revise)
- FY22 includes the year 0 investments and funding for launch of NSH3 and TX region



# Regional Financial Snapshot

- CA FY22 closer to FY20 CINA levels, reflecting in person expense base and fewer grants
- NSH mid year increase to per pupil, improving NSH CINA FY21 and FY22
- MKE and DC FY21 included one time non cash positive items
- DC non cash lease impacts of RIC building completion
- TX revenue reflects Year 0 start up of region, including CSP and fundraise revenue sources



Note: NSH likely to revise FY22 CINA to \$1.0M, recent Title funding info



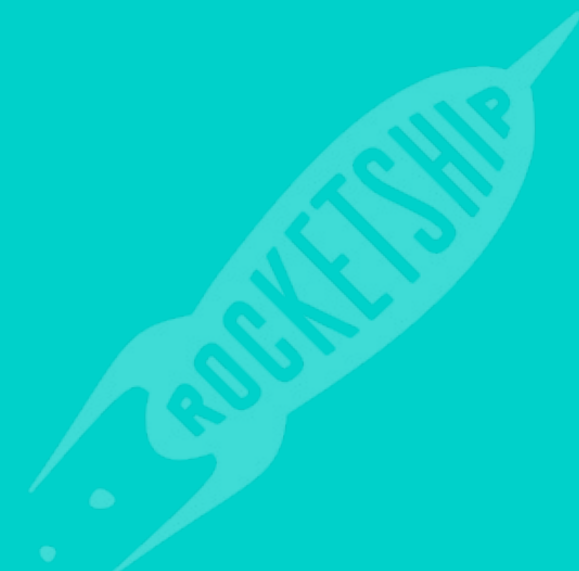
# Summary FY21 Forecast and FY22 Plan

	FY21 Budget	FY21F	FY22
<b>Revenues</b>	189,936	182,521	210,142
Federal Income	26,046	20,946	29,789
State Revenue Sources	130,359	131,475	146,889
Other Local Revenues	1,058	747	1,516
Network Support/Transfers	25,439	23,713	25,552
Grants and Fundraising	7,035	5,638	6,395
<b>Expense</b>	183,172	172,800	206,877
Compensation	88,399	86,433	106,648
Non-Compensation	54,148	45,072	55,604
Network Support Fee	21,517	21,055	24,052
Rent Expense	19,108	20,241	20,572
<b>Net Income</b>	<b>6,764</b>	<b>9,721</b>	<b>3,265</b>

- Revenue increasing as one time Covid relief funds are deployed to support students
- Increased staffing for return to in person learning, robust supports to more fully address unfinished learning and ensure well being and safety, begins in FY22 with use of Covid funding
- Non compensation costs projected to return to prior levels

	National	CA	NSH	MKE	DC	TX	FY22
Revenues	20,805	114,728	18,136	10,627	44,199	1,648	210,142
CINA Net Income	10	3,335	1,088	(291)	(773)	(104)	3,265

# FY20-21 Forecast



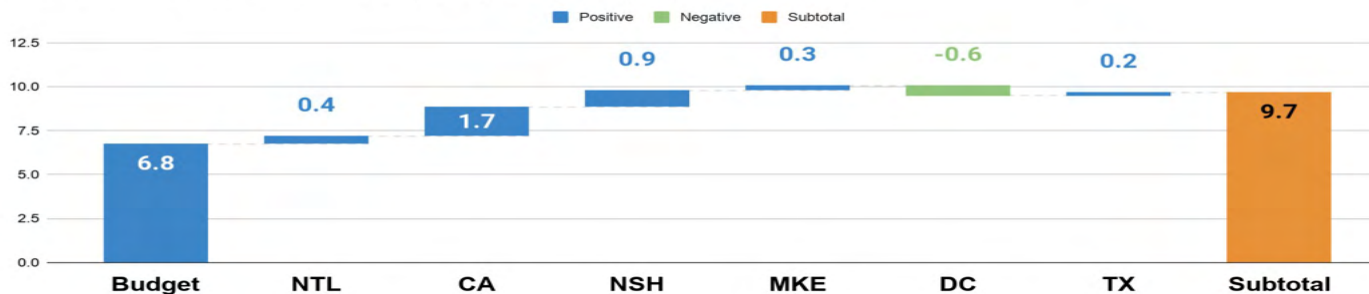
# FY21 Forecast favorable to plan, yet cautious as distance learning continues and economy uncertain

FY21 FY Forecast Variance as of Q3			
	Forecast RPS	Budget RPS	Variance
Federal Income	20,946	26,046	(5,099)
State Revenue Sources	131,475	130,359	1,117
Other Local Revenues	747	1,058	(311)
Internal Transfers and Fees	23,713	25,439	(1,725)
Grants and Fundraising	5,638	7,035	(1,396)
<b>Total Revenues</b>	<b>182,521</b>	<b>189,936</b>	<b>(7,416)</b>
Compensation	86,433	88,399	(1,967)
Non Compensation	45,072	54,148	(9,076)
Rent	20,241	19,108	1,133
Network Service Fees	21,055	21,517	(462)
<b>Expense</b>	<b>172,800</b>	<b>183,172</b>	<b>(10,372)</b>
<b>CINA</b>	<b>9,721</b>	<b>6,764</b>	<b>2,957</b>

## Key drivers

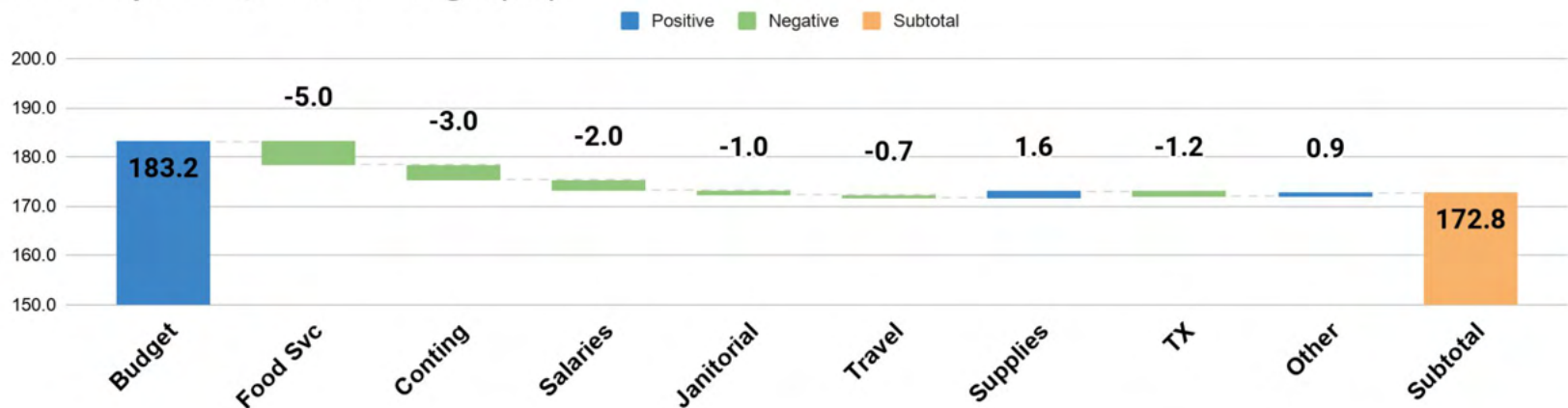
- \$4.6M Child Nutrition revenue reduction offset by lower food service expenses due to distance
- Lower projected grants from NTL to schools with corresponding non comp expense reductions
- Additional state revenue: CA \$2M ADA growth funding and TN per pupil funding increase (\$845K)
- TX delay reduces CSP start up revenue, fundraise to National and associated expenses
- \$1M Contingency expense retained
- DC includes \$1M+ non-cash increase in facility fees

FY21 CINA Forecast v Budget by Region (\$M)



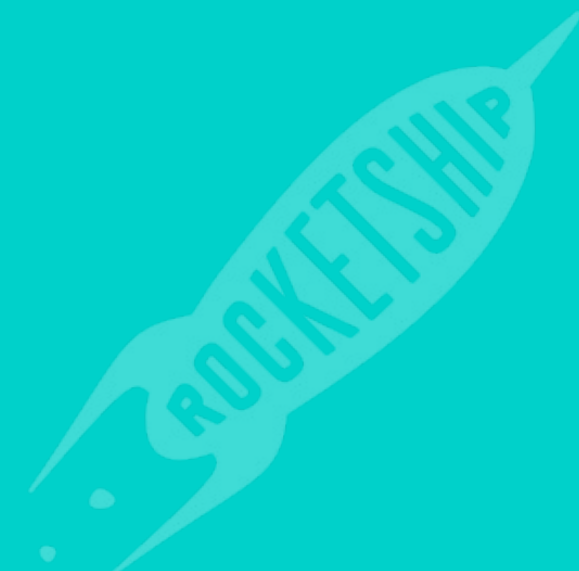
# FY21 Expense projections reflect distance learning and holding contingency for future spend

FY21 Expense Q3 Fcst vs Budget (\$M)



- Significant increases in technology spend - Chromebooks and hotspots for students
- Savings in materials and supplies (mainly custodial and office supplies)
- Services driven by lower building and campus opex, substitutes
- Misc expense includes lower costs with delay in TX charter and lower grants from NTL due to cost savings at schools
- Compensation lower due to TX delay and no in-house after care program in DC

# FY21-22 Annual Plan



# Goals of Annual Planning process

Align on goals and priorities for the upcoming year

Include stakeholders (Board, SLT, RLT, DEI Council, NeST and school leaders) in the process in a genuine yet efficient way

Allocate resources to drive on both business-as-usual and annual priorities, while ensuring we track towards National NeST sustainability

Receive Board budget approval at the May/June board meeting

# Planning process has been collaborative and rigorous

PRIORITY SETTING			
	STAGE	OBJECTIVES	INPUTS
JAN - FEB	Network & Regional Rallying Cries	<ul style="list-style-type: none"> <li>• Network Rallying Cry set by <b>SLT</b></li> <li>• Regional Rallying Cries set by <b>regional leaders</b> with input from national and regional NeST and final SLT sign-off</li> </ul>	<ul style="list-style-type: none"> <li>• Rocketship's LT Goals</li> <li>• Shifting towards a strategic controller</li> <li>• DEI vision</li> <li>• Growth trajectory</li> <li>• Landscape considerations (opp. &amp; risks)</li> <li>• Step-back on 20-21 goals, equity audit, mid-year data, and COVID reality</li> <li>• Strengths, weaknesses, and capacity considerations</li> </ul>
MAR - APR	Functional Team Planning	<ul style="list-style-type: none"> <li>• Team objectives set by <b>functional leads</b></li> </ul>	<ul style="list-style-type: none"> <li>• Rocketship's Long-Term Goals</li> <li>• Shifting towards a strategic controller</li> <li>• DEI vision</li> <li>• 21-22 Network and Regional Rallying Cries</li> <li>• Stepback on 20-21 team objectives, equity audit, MY data, and COVID reality</li> <li>• NPS survey results and SL feedback session</li> <li>• Strengths, weaknesses, and capacity considerations</li> </ul>

BUDGETING			
	STAGE	OBJECTIVES	INPUTS
JAN - MAY	School-level Planning ( <i>Enroll &amp; Staffing</i> )	<ul style="list-style-type: none"> <li>• <u>Jan</u>: BETs and staffing models set</li> <li>• <u>Feb</u>: ITR adjustments</li> <li>• <u>March</u>: Base level comp.</li> <li>• <u>May</u>: Final BET, staffing, and comp (re-enroll adjustments)</li> </ul>	<ul style="list-style-type: none"> <li>• SL requests</li> <li>• ITR survey</li> <li>• Re-enrollment</li> <li>• Financial considerations</li> <li>• Talent considerations</li> </ul>
MAR - MAY	Network Budgeting	<ul style="list-style-type: none"> <li>• Budgets set by <b>team leads</b> in coordination with <b>Finance</b></li> <li>• <b>Finance</b> reconciles and finalizes 21-22 budget</li> </ul>	<ul style="list-style-type: none"> <li>• 21-22 Enrollment Planning</li> <li>• Team budget allocations</li> <li>• Headcount requests</li> </ul>

## Quality

Top 10% SED  
(~Top 25% ALL students)

## Impact

14,000 Rocketeers  
Sustainability

## Advocacy

100 Parent  
Power Meetings

## DEI

60%+ leaders  
represent student  
racial & ethnic  
identities

## Culture

Currently under  
revision with focus on  
inclusion

Financial investments  
and Budgets align with  
our strategic objectives

# Opening the next frontier of excellence

through equity, collaboration, and agency

**Re-open in-person learning**  
with an elevated model of  
excellence.

- *Address the unique needs of our Rocketeers post-COVID: Focus on health and wellness, robustly address unfinished learning, and rebuild community*
- *Elevate Culturally Responsive Schools*
- *Incorporate new learnings and best practices from distance learning: (i.e. CareCorps)*

**Open the power structure** of our network to create greater agency and accountability in regions and improve efficacy and focus of network support.

- *Governance and Org. Structure: Ensure reflects the vision of opening the power structure and decision-making*
- *Decision-rights: Put framework in place that better enables org. Structure and align on what is standardized across the network in instructional model/program*
- *Coordination Structures: Implement structures and processes to better enable and fuel regional and national collaboration*

**Build a more open and inclusive culture** that is a great place to be for all Rocketeers.

- *Rocketship Way: Redefine Rocketship culture by redefining the “Rocketship Way” to be more explicit and inclusive*
- *Fuel DEI Work: Appropriate resourcing our DEI initiatives and work*
- *Fuel our talent: Continue to elevate our talent practices to fuel our representative team and leadership*



# Summary FY21 Forecast and FY22 Plan

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<b>Revenues</b>	189,936	182,521	210,142
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<b>Net Income</b>	<b>6,764</b>	<b>9,721</b>	<b>3,265</b>

- Revenue increasing as one time Covid relief funds are deployed to support students, address unfinished learning and more fully address toxic stress and trauma through various mental health and social emotional supports
- Increased staffing for return to in person and safety begins in FY22 with use of Covid funding
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	National	CA	NSH	MKE	DC	TX	FY22
Revenues	20,805	114,728	18,136	10,627	44,199	1,648	210,142
CINA Net Income	10	3,335	1,088	(291)	(773)	(104)	3,265



# FY22 May budgets: RPS Summary by Region

	FY22							FY21	
(\$000)	CA	MKE	NSH	DC	TX	NTL	RPS	FY21 B	FY21 F
Federal Income	15,265	2,557	4,486	6,801	430	250	29,789	26,046	20,946
State Revenue Sources	93,231	6,932	12,454	34,273	0	0	146,889	130,359	131,475
Other Local Revenues	237	200	2	1,006	0	72	1,516	1,058	747
Int Transfers/Network Support	5,921	538	793	1,619	18	16,663	25,552	25,439	23,713
Grants and Fundraising	75	400	400	500	1,200	3,820	6,395	7,035	5,638
<b>Revenues</b>	<b>114,728</b>	<b>10,627</b>	<b>18,136</b>	<b>44,199</b>	<b>1,648</b>	<b>20,805</b>	<b>210,142</b>	<b>189,936</b>	<b>182,521</b>
Compensation	60,383	6,000	9,152	16,291	1,355	13,466	106,648	88,399	86,433
Non Compensation	24,223	3,012	4,436	16,457	325	7,152	55,604	54,148	45,072
Rent	11,339	592	1,079	7,367	18	177	20,572	19,108	20,241
Network Service Fee	15,448	1,315	2,380	4,856	53	0	24,052	21,517	21,055
<b>Expense</b>	<b>111,394</b>	<b>10,918</b>	<b>17,047</b>	<b>44,972</b>	<b>1,751</b>	<b>20,794</b>	<b>206,877</b>	<b>183,172</b>	<b>172,800</b>
<b>Net Income</b>	<b>3,335</b>	<b>(291)</b>	<b>1,088</b>	<b>(773)</b>	<b>(104)</b>	<b>10</b>	<b>3,265</b>	<b>6,764</b>	<b>9,721</b>
Projected Cash Balance	28,219	263	1,702	4,734	110	6,324	41,291	30,093	27,691

- DC reflects conservative outlook on RIC lease accrual accounting, \$1.3M non cash P/L impact
- DC and MKE benefited in FY21 from one time non cash revenue, expected Q4FY21
- NSH reflects improved per pupil funding mid year FY21 and continued to FY22
- National includes contingency reserve, within non comp expense

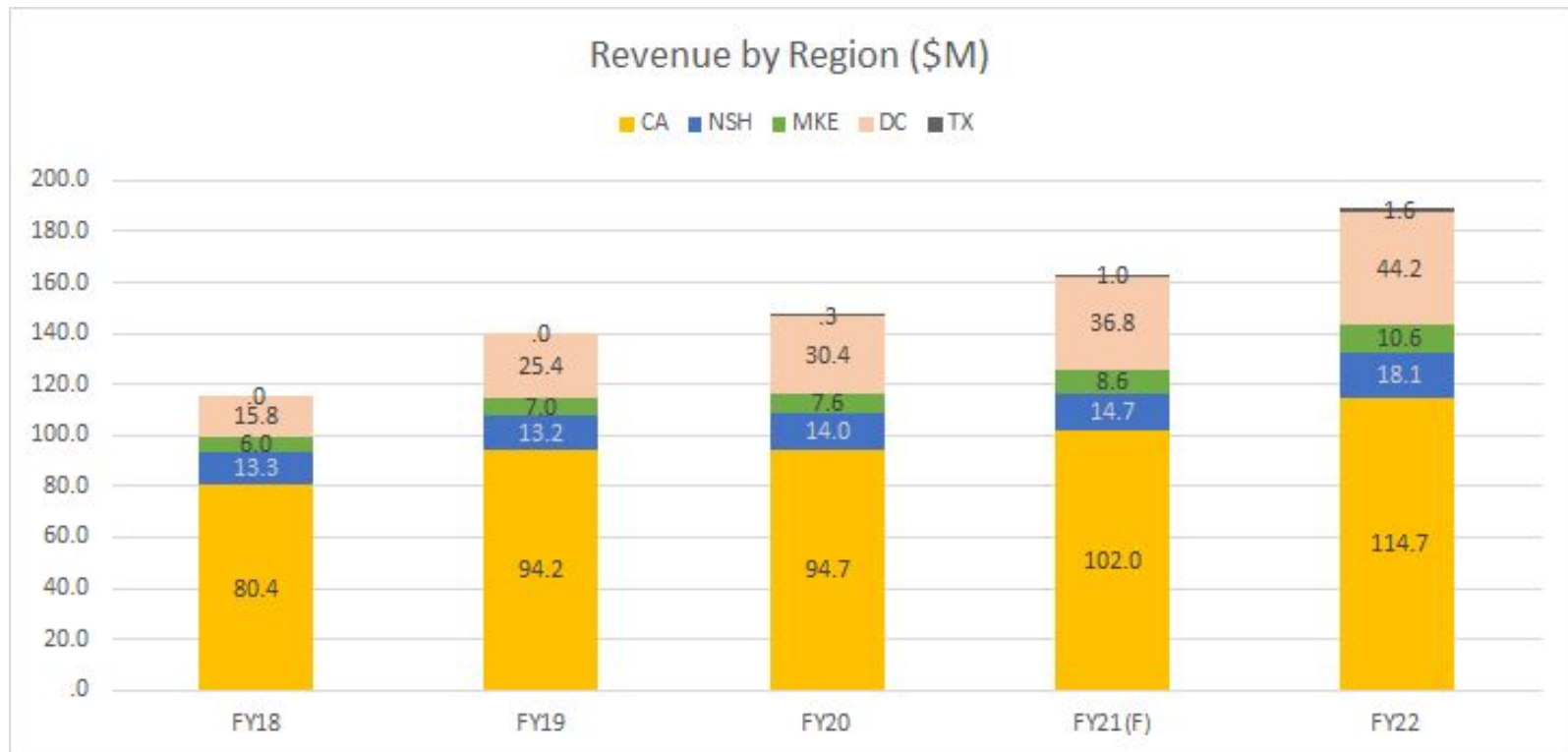
# State revenue guidance continues to be announced

## **Revenue guidance**

- **CA:** Governor's early budget proposed 3.8% COLA increase
  - 1.5% COLA increase for Special Education
  - Elimination of deferrals scheduled for Feb. through May 2022
  - ***Improved additional news anticipated in the May 14 Governor's budget revised - yet to be incorporated***
- **NSH:** MNPS communicated ~\$500 per pupil increase as of Feb for FY20-21 retroactive; Estimating continuation in forecast
- **DC:** Mayor's Budget of 3.6% per pupil increase and added weighting of funds for at-risk students
- **MKE:** Awaiting confirmations - early proposed \$200/student + incremental ISE, only \$200/student increase has been incorporated

# FY22 Revenue by region

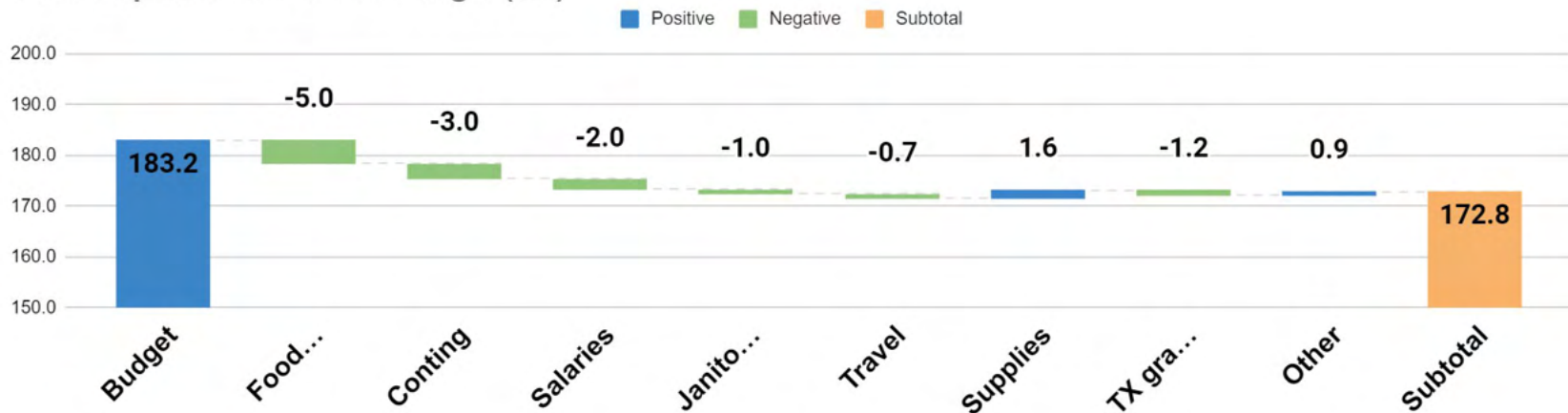
- 11% of FY22 growth related to one time funding across network
- CA growth of 42% over 5 year period, but annual pace reduced as enrollment levels
- DC continues to expand adding students at RIC, support strong FY22 YoY growth
- NSH reflects larger utilization of one time funding
- NSH and TX also reflect Year 0 investments for launch of region/school



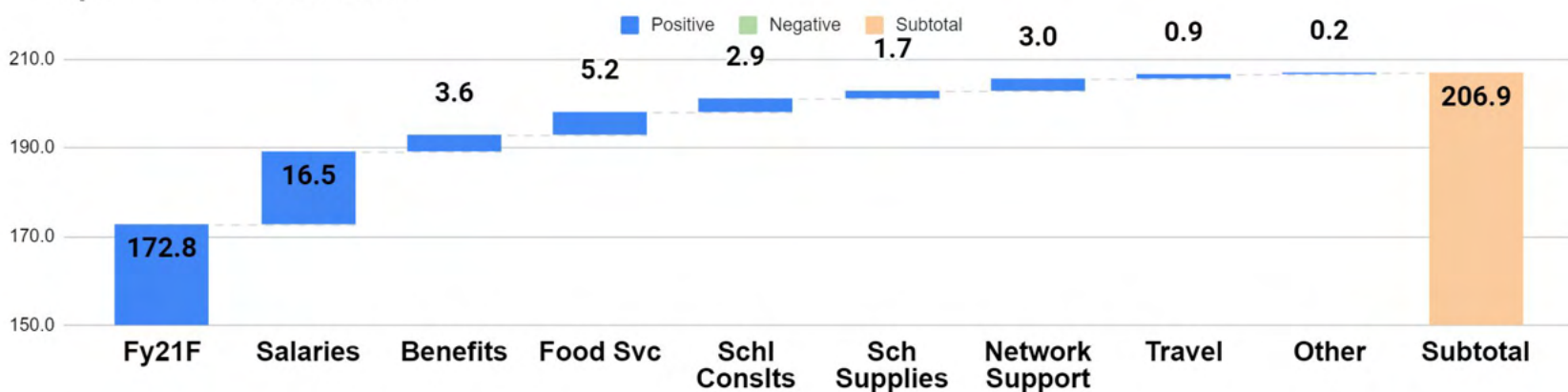
# Expense drivers: FY21 forecast and FY22 Budget

- FY21 forecast reflects lower distance learning expense
- FY22 reflects staffing investment for learning loss mitigation and safety

FY21 Expense Q3 Fcst vs Budget (\$M)



Expense FY21F vs FY22 B



## FY22 Enrollment update by region

- Enrollment outlook increased slightly in CA from prior update, due to positive intent to return response
- DC, MKE, NSH targets close or at BET - growth at RIC and RTP
- As of May carefully monitoring :
  - RNNE: lower grade levels of concern, contingency planning in progress
  - TK/K: All-Network Day 1 projections at about 71% of BET, DC < 70%

	Sep 2020 Enr Actual	FY22 BET	Sep 2021 (Feb) Enr Fin F	Sep 2021 (Apr ) Enr Fin F	Enr YoY Change
CA	6,945	7,208	6,981	7,121	176
MKE	705	784	769	769	64
NSH	1,084	1,091	1,080	1,080	(4)
DC	1,521	1,643	1,643	1,643	122
<b>TOTAL</b>	<b>10,255</b>	<b>10,726</b>	<b>10,473</b>	<b>10,613</b>	<b>358</b>



# CINA detail and drivers have been reviewed at each School

	CINA		
	FY2020	FY2021 F	FY2022 B
RMS	(231)	364	(131)
RSSP	(5)	118	20
RLS	(5)	68	241
ROMO	75	692	572
RDP	(197)	93	(24)
RBM	484	713	435
RSA	12	144	1
RSK	471	569	378
RFZ	564	1,148	658
RRWC	48	11	12
RRS	1,244	1,408	799
RFA	277	72	128
RDL	18	25	9
RSCP	(571)	344	(172)
RTP	(111)	(77)	(106)
RNNE	(76)	318	322
RUA	927	1,085	848
RISE	877	1,963	847
RLP	(700)	1,322	794
DC3	46	(2,927)	(2,858)
<b>School Total</b>	<b>3,147</b>	<b>7,453</b>	<b>2,773</b>

- ESSER/one time funding is important support in FY22
- Grants from national reduced Year over Year
- DC reflects full delivery of DC3/RIC and potential acctg treatment consistent with prior DC audits (\$1.3m)



# COVID related funding will help us with a strong return to the classroom

- We are fortunate to have **solid one time funding support for students, families** and staff, coming from federal and state levels ~ **\$59M** over multiple years
- It will be important to **employ our most restricted funding first - considering timeline and category of funding usage**
- We will need to **collaborate across teams** to understand the needs, best practices, sources, restrictions, uses and tracking of funding
- While utilizing - must remember that the **funding is one-time and will generally expire** after ~ 2 -3years; our **investments should align** or may need to reduce after this period - awareness of potential funding cliff!
- We also have an opportunity to improve our overall financial **sustainability**
- Finance and accounting **implementing added systems to support** the initiatives





# COVID/One time funding expenditures have been further planned by region and year

	Covid /One time Revenue All Sources				
	Fy21	Fy22	Fy23	Fy24	TOTAL
TOTAL	9,296	20,500	17,625	12,070	59,491
CA	8,145	13,168	11,025	7,284	39,622
NSH	329	2,434	1,800	500	5,063
MKE	339	1,277	1,150	686	3,452
DC	482	3,622	3,650	3,600	11,354

- Estimates of Covid funding, largely driven by ESSER and CA specific programs, ~\$59M
- Planning for expenditure over multiple years, ideally into FY24, with a concentration in the upcoming year
- NSH largest shift to lower investments in outer years as FY22 staffing will move to new NSH3 school

# Elevating and Honoring Teaching



Since our founding, Rocketship has sought to elevate and honor teachers as professionals through our investments in coaching and development, career pathways, and competitive pay and benefits. We have a performance based pay system for teachers in order to recognize and reward teachers who have demonstrated excellent results more quickly, rather than a tenure based system that forces teachers to wait for more competitive compensation. In addition to base pay that matches or exceeds the 75th-tile among local districts, we offer extensive benefits (both state teacher retirement-STRS- and a 403b that are both matched by Rocketship), a housing stipend, annual class budget of \$1,000 at their discretion, and access to funds for professional development for experienced teachers and credential reimbursement for new teachers.

To remain competitive, we regularly re-assess relevant salary benchmarks and stay responsive to teacher needs.



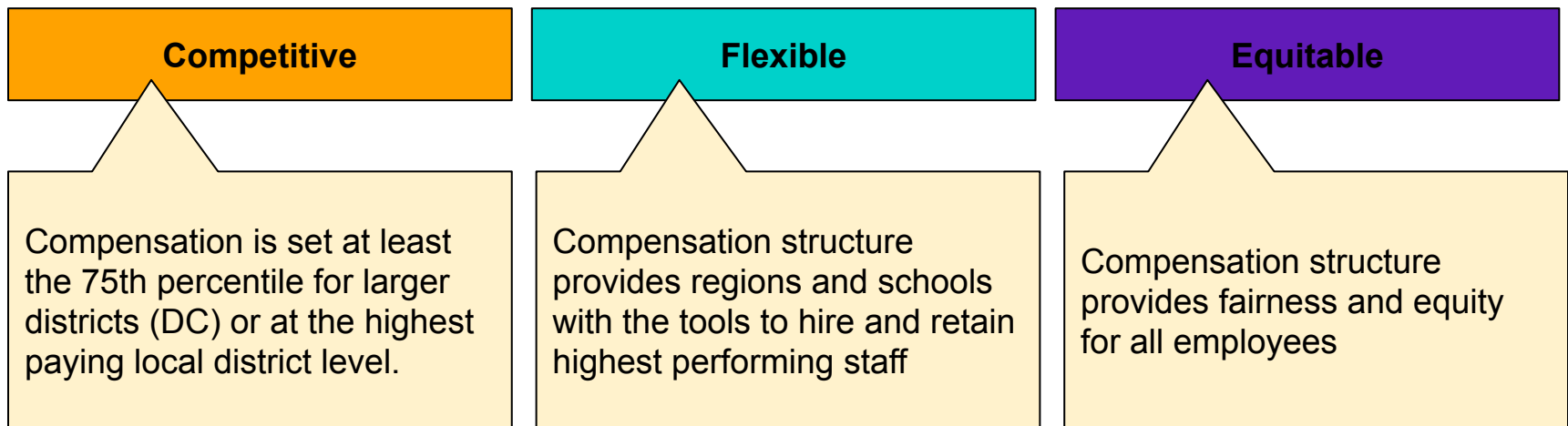
# Compensation Philosophy

Rocketship Public Schools is committed to a compensation program that establishes and maintains salary levels that are highly competitive compared to relevant benchmarks for key positions.

**Our overall goal is to emphasize and encourage excellence by rewarding performance** that support our values and work towards closing the achievement gap.

In addition, at Rocketship we recognize the art of teaching and that teachers are one of the most critical contributors to the success of students. To that end, we are deeply **committed to elevating the profession of teaching** on multiple levels (i.e. professional development and support, career pathways, etc.), as well as working to ensure that the teaching profession is honored and elevated through our compensation practices as well.

## Values that Guide Rocketship Compensation Approach



# Salary and benchmarking updates

*Salary recommendations influenced by a prior conservative fiscal year, per pupil funding rates, return to in person, benchmarking and Covid funding - **final review pending***

<i>Annual % inc, or \$/hr inc</i>	<b>CA</b>	<b>MKE</b>	<b>NSH</b>	<b>DC</b>
<b>Teachers</b>	4-10%*	2-3%	3%	3%
<b>School Leaders</b>	7.5-10%	2-3%	6.5-10%	7.5-10%
<b>Hourly</b>	+\$2/hr	+\$3.40 - +\$4/hr	+3%	+\$1/hr
<b>Nest</b>	Average 6% increase to permit range of performance increases (was 2% in FY21) Scale changes TBD based on benchmarking and CA minimum wage.			

- \*California minimum wage increasing from \$58,240 (current) to \$62,400 as of 1/1/2022; drives salary scale change and level of increase
- We benchmarked against in-districts and the Employee Reliability Index to determine competitive local compensation.
- FY21 increases were 2-5% on average per region.
- Considering additional bonuses for returning staff to recognize the significant and unprecedented work put in this year, and market expectations; Rocketship will also absorb health care benefits increases in FY22 to support our staff.

## Thematic Goal

# Adapt to Robustly Address Unfinished Learning and Toxic Stress of COVID

## Defining Objectives

### Strong Start of a School and Beyond for All:

Safely return large majority of students and families back to campus with supporting COVID-19 precautions, systems, and precautions

### Accelerate Achievement:

Students experience academic success by meeting or exceeding Fall of 19-20 absolute results by Fall of 22-23

### Strong Student Culture:

Establish and maintain a strong student culture rooted in culturally responsive pedagogy and social-emotional learning

### Build Strong Relationships:

Build Strong Relationships with students, families, and staff and culture where they feel safe, valued, and part of our larger community.

## Standard Operating Objectives

Student Achievement (NWEA MAP, state test)

Student Experience (survey)

Retention

Enrollment

Attendance

Staff, Family Satisfaction



# Investing in staffing to support strong return to in person learning, primarily within Schools

- ~ **6 roles per school are initially proceeding** into hiring process to ensure prioritization and integrity of hiring (~124 network wide)
- Key roles **recommended by region and school leaders** include:
  - Care Corp Coordinator (aid w/ CareCorps program)
  - Associate Teacher (aid w/ small groups, pipeline, and sub coverage)
  - AP (3rd--aid w/ management of additional tutors and CareCorp implementation)
  - Teacher (aid w/ small groups, pipeline, and sub coverage)
  - Interventionist (ex: ELD, Behavior, Reading,)
  - ILS (additional tutoring and small group support)
- National and Regional staff will increase to support success at schools and to align with regional organizational investments (~38 network wide, of which 16 National)
- Compensation was reviewed across regions for schools during the 3 month annual planning process with proposed increases reflecting benchmarking and funding



# National Plan FY22 Update

- One time revenue, Texas charter and RPS enrollment are key components to monitor
- Contingency at National of \$1M
- 16 proposed National roles , with staggering and checkpoints of hire dates prior to TX charter review; Supporting strategies including
  - TX and NSH growth - academic and operational supports
  - DEI initiatives
  - Talent support

<i>National (000s)</i>	FY21				Monitoring...		
	FY2020	FY21 Budget	Forecast	FY2022 Plan	One time Rev	TX philant.	~ 2% enrlmnt
<b>Revenues</b>	<b>18,325</b>	<b>20,815</b>	<b>19,417</b>	<b>20,808</b>			
Network Support Fees	12,241	14,345	14,037	16,038	(2,053)		(300)
Grants and Fundraising	4,388	5,370	4,216	3,820		(700)	
Transfers from LDC/SB Nest	1,350	1,100	900	700			
Other	346	0	264	250			
<b>Expense</b>	<b>17,541</b>	<b>19,689</b>	<b>17,845</b>	<b>20,794</b>			
Comp	10,495	12,165	11,591	13,466			
Non Comp	6,877	7,351	6,079	7,152			150
Rent/Other	169	172	175	177			
<b>Net Income</b>	<b>784</b>	<b>1,126</b>	<b>1,572</b>	<b>13</b>	<b>(2,053)</b>	<b>(700)</b>	<b>(450)</b>
<i>Contingency</i>	<i>0</i>	<i>400</i>	<i>163</i>	<i>1,000</i>			
<i>Grants to Schools</i>	<i>1,711</i>	<i>2,800</i>	<i>1,750</i>	<i>700</i>			



# Development plan for FY22 extends across regions

- While the initial budgeted goal for FY21 was \$6.4M, the revised internal budgeted goal is **\$5.215M** (reducing \$1.25M that won't be raised for TX this year)
- On track to raise at least \$5.6M by June 30, 2021

	National	CA	MKE	NSH	DC	TX*	Total
(000s)							
<b>FY22 Finance Budget</b>	<b>3,700</b>		<b>400</b>	<b>400</b>	<b>500</b>	<b>1,200</b>	<b>6,200</b>
<b>FY21 Forecast @ Q3</b>	<b>4,048</b>	<b>402</b>	<b>270</b>	<b>250</b>	<b>500</b>		<b>5,470</b>
<b>FY22 vs FY21 Forecast</b>	<b>(348)</b>	<b>(402)</b>	<b>130</b>	<b>150</b>		<b>1,200</b>	<b>730</b>
FY21 Actuals to April	3,652	402	270	185	409		4,919
FY21 Fcst less Actuals (to be raised)	395			65	91		551
<b>FY21 Budget</b>	<b>5,250</b>	<b>200</b>	<b>265</b>	<b>250</b>	<b>500</b>		<b>6,465</b>

\*\* TX in FY21, into NTL, then applied to region exp

## FY21

NTL/TX Detail	National	NTL to TX
Budget	3,000	2,250
Forecast	3,048	1,000
YTD	2,652	1,000
<b>Remaining</b>	<b>395</b>	<b>0</b>

## FY22

NTL/TX Detail	National
TX related	700



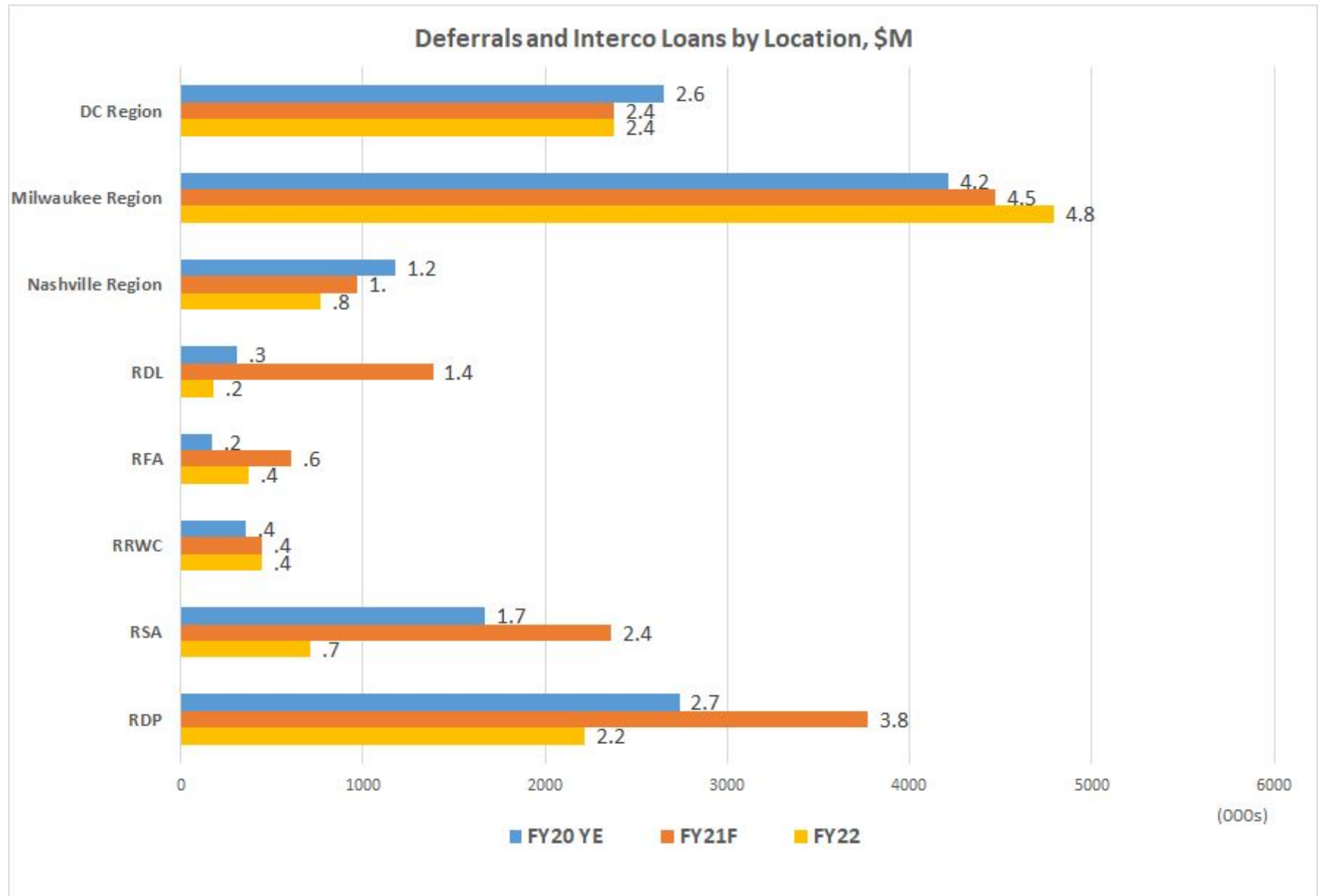
## FY22 Grants and Deferral projected to reduce

	Grants From National			
	FY20	Budget FY21	Forecast FY21	FY22
RDP		100	50	100
RRWC	350	350	250	200
RFA		50		
RDL	1,052	750	350	275
RSCP				100
RTP	200	200	100	
<b>Total</b>	<b>1,601</b>	<b>1,450</b>	<b>750</b>	<b>675</b>

*\*\* RSSP, \$100K Interdistrict FY22*

Deferral/ Interco Loans	FY20 YE	Current	FY21F	FY22
CA	5,450	6,179	8,718	3,978
MKE	4,213	4,321	4,471	4,791
NSH	1,177	1,246	971	771
DC	2,648	3,646	2,376	2,376
<b>Total</b>	<b>13,488</b>	<b>15,392</b>	<b>16,536</b>	<b>11,916</b>

# FY22 Intercompany and Deferral Detail



## FY22 Cash outlook improves over prior year

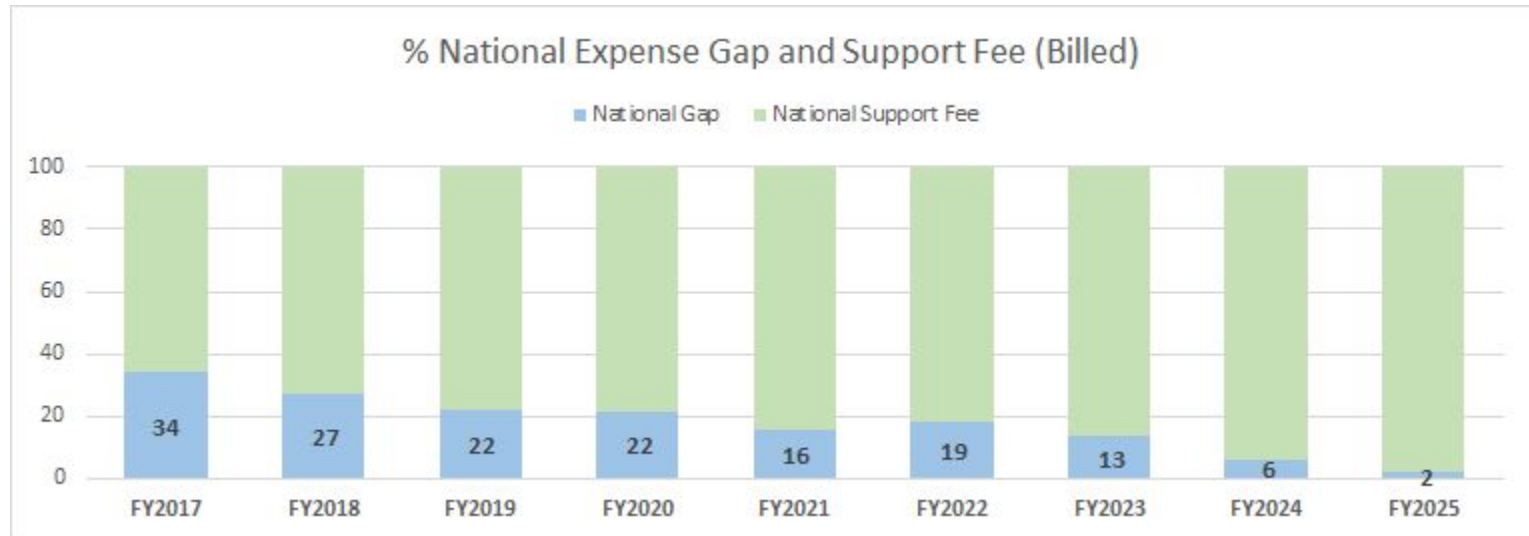
Cash by Region (\$000)	6/30/2020	Q2FY21	FY21 F	FY22
CA	20,516	26,417	18,021	28,269
NSH	801	1,703	1,628	1,702
MKE	988	753	567	263
DC	3,890	8,476	3,972	4,734
TX	13	52	276	110
NTL	4,599	5,959	3,226	6,274
Total	30,806	43,360	27,691	41,353
*DC adj - less DC nest	6,136	11,513	7,092	7,993

FY22F % Exp	
CA	25%
NSH	10%
MKE	2%
DC	11%
TX	6%
NTL	30%
DC adj	18%

- CA deferrals will lower FY21 balances; **May budget revise may reduce deferrals**
- Continue to monitor covenant requirements @ 45 days minimum
  - ~ CA (w/NSH,MKE supports) ~\$13M
  - ~ DC \$4M
- Line of Credit Balance FY22 YE ~ \$2.9M
- RFA ~\$2M AR factoring, repaid in FY22

# On our current path, we expect to approach National NeST sustainability in FY25

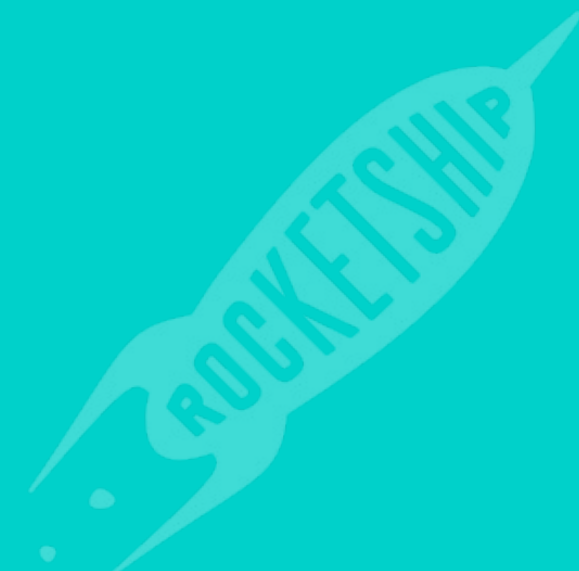
*NeST sustainability has been defined by our ability to match National NeST costs to network service fee revenue*



	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Enrollment	7,166	8303	9,541	10,219	10,557	11,189	12,025	13,251
National Revenue (non fundraise)	10,547	11,935	13,736	15,044	16,916	17,356	18,309	18,444
National Op Expense	14,466	15,088	17,541	17,845	20,769	20,057	19,508	18,859
National Network Gap	(3,919)	(3,153)	(3,805)	(2,801)	(3,854)	(2,702)	(1,198)	(415)
% gap	27%	22%	22%	16%	19%	13%	6%	2%

- FY22 includes \$1M of contingency expense; if unused FY22 16% could reduce to 14%
- Does not incorporate DC4 commencement by FY25; DC growth would offset expense reduction estimates
- TX expansion is included and drives 10% improvement + by FY25
- Fee deferrals are excluded in this measurement, and impact cash basis sustainability;

## Regional Detail: CA



# South Bay and East Bay - FY22 Budget Review

- Region wide revenue projection of \$109M includes \$6.3M of Federal and \$6.8 of State COVID-relief funds to support strong and safe in-person reopening
  - Includes \$3M awarded for 2 year CA Community Schools Partnership Program; will fund CareCorp program, tutors, and MHP interns at 7 campuses
- State aid reflects 3.8% COLA increase; *potential increases in upcoming May revise*
- \$10M comp increase due to added staffing to support return to campus and mitigate learning loss
- Non-comp expenses assume return to more normal rate for books and supplies, contracted substitutes, food service, field trips, travel
- Specific CA Schools detail:
  - East Bay continues to project strong enrollment growth - RFA and RDL
  - South Bay ROMO, RSK, RBM and RFZ continue to project enrollment over 600+
  - RRWC and RSSP smaller size impacts results
  - RDL, still growing enrollment, with ISE service at 11.7%,
  - RMS factors include ISE service growth from 5.6% to 9.6% since FY18

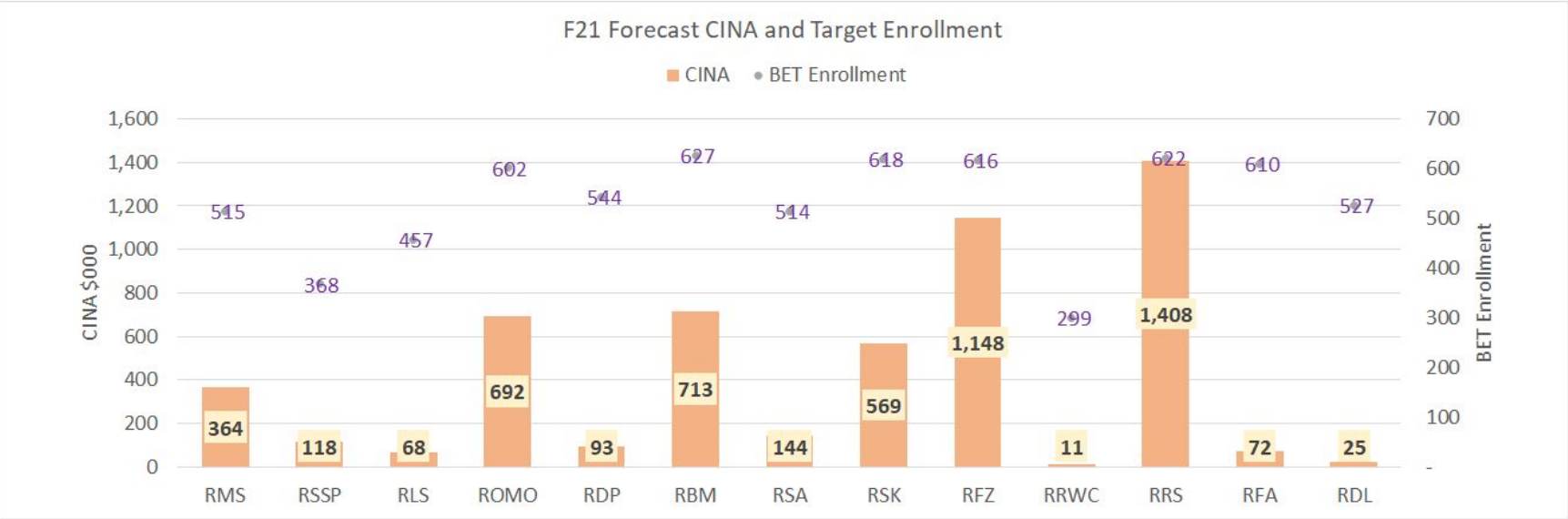
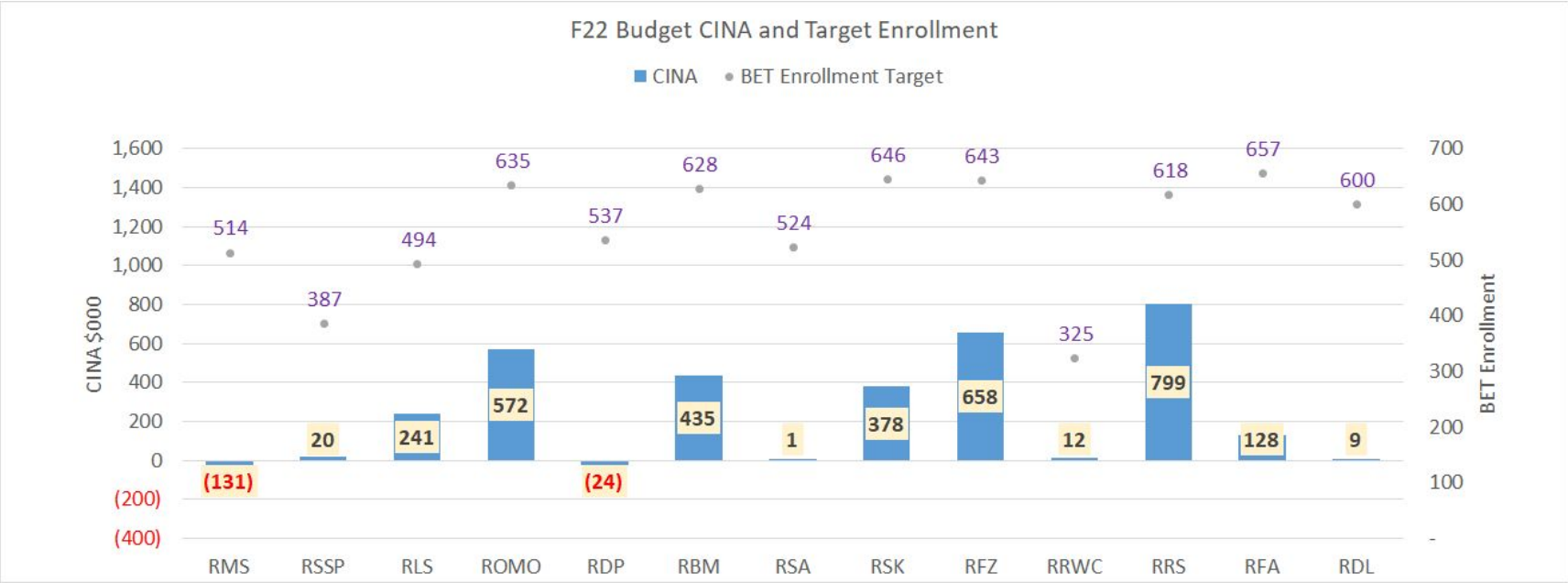
# CA Community School Program Grant Award

- Out of 100+ applicants, Rocketship was one of 20 CA applicants to win the competitive award.
  - Most other winners were large school districts or County Offices of Education.
  - RPS 1 of 3 charters to receive award--only one to receive the maximum amount.
- Rocketship received maximum amount of **\$3 million** for our seven highest poverty schools in CA (>80% FRL) for the next two years
  - Schools:
    - RSSP,
    - RMS,
    - RLS,
    - RBM,
    - RFZ,
    - RRWC,
    - RSA





# CA Schools: CINA and Enrollment FY22 and FY21





# CA Regional FY22 Update

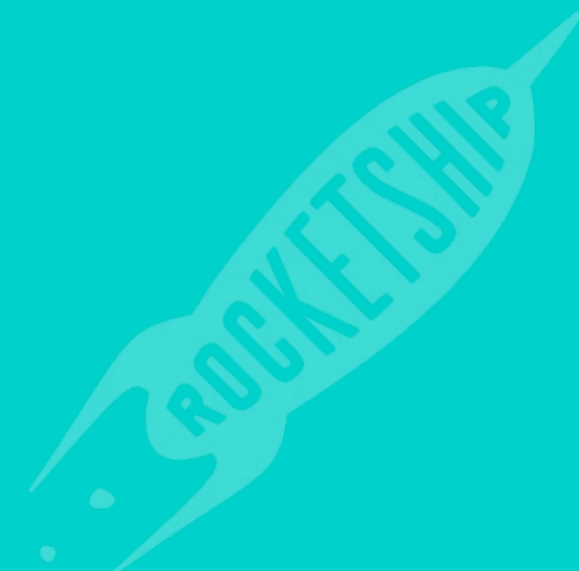
CA	FY2022	FY2022	FY2022	FY2021		
	Schools	NeST	Region	Region		Fy22 vs FY21F
(\$000)	Budget	Budget	Budget	Forecast	Budget	Variance
Federal Income	15,265	0	15,265	13,867	17,061	1,398
State Revenue Sources	93,202	0	93,202	82,348	80,371	10,853
Other Local Revenues	217	0	217	222	204	(5)
Int Transfers/Network Support Fee	675	5,270	5,945	5,441	5,949	503
Grants and Fundraising	75	0	75	701	650	(626)
<b>Revenues</b>	<b>109,433</b>	<b>5,270</b>	<b>114,703</b>	<b>102,579</b>	<b>104,234</b>	<b>12,124</b>
Compensation	57,123	3,260	60,383	49,898	49,206	10,485
Non Compensation	22,758	1,324	24,081	21,074	25,797	3,007
Rent	11,056	283	11,339	11,417	11,281	(78)
Network Service Fee	15,444	0	15,444	13,914	13,814	1,530
<b>Expense</b>	<b>106,381</b>	<b>4,867</b>	<b>111,247</b>	<b>96,303</b>	<b>100,099</b>	<b>14,945</b>
<b>Net Income</b>	<b>3,052</b>	<b>403</b>	<b>3,455</b>	<b>6,276</b>	<b>4,136</b>	<b>(2,821)</b>

# FY22: CA School Budget Detail

FY22	RMS	RSSP	RLS	ROMO	RDP	RBM	RSA	RSK	RFZ
Federal Income	1,268	1,008	1,107	1,340	1,348	1,099	1,250	1,216	1,254
State Revenue Sources	6,621	5,568	6,924	8,455	6,587	8,797	6,759	8,102	8,827
Internal + Grants	0	50	0	38	100	0	0	0	0
<b>Revenue</b>	<b>7,889</b>	<b>6,626</b>	<b>8,031</b>	<b>9,833</b>	<b>8,035</b>	<b>9,896</b>	<b>8,008</b>	<b>9,318</b>	<b>10,081</b>
Compensation	4,353	3,249	4,241	4,888	4,519	4,939	4,444	4,679	4,547
Non-Compensation	1,676	1,386	1,531	2,002	1,684	2,008	1,709	2,046	1,987
Mgmt Fee	1,122	939	1,147	1,394	1,111	1,410	1,138	1,337	1,438
Rent	868	1,032	872	977	744	1,104	716	878	1,452
<b>Expense</b>	<b>8,020</b>	<b>6,607</b>	<b>7,790</b>	<b>9,260</b>	<b>8,059</b>	<b>9,461</b>	<b>8,007</b>	<b>8,940</b>	<b>9,423</b>
<b>CINA</b>	<b>(131)</b>	<b>20</b>	<b>241</b>	<b>572</b>	<b>(24)</b>	<b>435</b>	<b>1</b>	<b>378</b>	<b>658</b>

FY22	RFZ	RRWC	RRS	RFA	RDL	TOTAL CA
Federal Income	1,254	550	1,141	1,421	1,292	15,295
State Revenue Sources	8,827	4,147	8,200	7,166	7,315	93,468
Internal + Grants	0	200	38	0	275	700
<b>Revenue</b>	<b>10,081</b>	<b>4,897</b>	<b>9,379</b>	<b>8,587</b>	<b>8,882</b>	<b>109,462</b>
Compensation	4,547	2,922	4,481	5,086	4,776	57,123
Non-Compensation	1,987	1,284	1,906	1,781	1,732	22,731
Mgmt Fee	1,438	653	1,328	1,213	1,223	15,452
Rent	1,452	25	865	380	1,143	11,056
<b>Expense</b>	<b>9,423</b>	<b>4,885</b>	<b>8,579</b>	<b>8,460</b>	<b>8,873</b>	<b>106,363</b>
<b>CINA</b>	<b>658</b>	<b>12</b>	<b>799</b>	<b>128</b>	<b>9</b>	<b>3,099</b>

# Regional Summary: MKE, NSH, DC, TX



# MKE Regional FY22 Update

MKE	FY2022	FY2022	FY2022	FY2021		
	Schools	NeST	Region	Region		Fy22 vs FY21F
(\$000)	Budget	Budget	Budget	Forecast	Budget	Variance
Federal Income	2,557	0	2,557	1,616	2,003	940
State Revenue Sources	6,932	0	6,932	6,218	6,163	714
Other Local Revenues	200	0	200	0	0	200
Int Transfers/Network Support Fee	100	438	538	457	552	82
Grants and Fundraising	0	400	400	270	265	130
<b>Revenues</b>	<b>9,789</b>	<b>838</b>	<b>10,627</b>	<b>8,561</b>	<b>8,983</b>	<b>2,066</b>
Compensation	5,341	659	6,000	4,570	4,840	1,430
Non Compensation	2,829	182	3,012	2,080	2,530	932
Rent	592	0	592	593	591	(1)
Network Service Fee	1,315	0	1,315	1,070	1,055	245
<b>Expense</b>	<b>10,077</b>	<b>841</b>	<b>10,918</b>	<b>8,313</b>	<b>9,016</b>	<b>2,605</b>
<b>Net Income</b>	<b>(288)</b>	<b>(3)</b>	<b>(291)</b>	<b>248</b>	<b>(33)</b>	<b>(539)</b>

- FY21 reflects expected one time loan forgiveness \$0.5M Q4

# NSH Regional FY22 Update

NSH	FY2022	FY2022	FY2022	FY2021		
	Schools	NeST	Region	Region		Fy22 vs FY21F
(\$000)	Budget	Budget	Budget	Forecast	Budget	Variance
Federal Income	4,416	71	4,486	1,445	1,634	3,041
State Revenue Sources	12,454	0	12,454	12,240	11,481	214
Other Local Revenues	2	0	2	133	2	(131)
Int Transfers/Network Support	0	793	793	670	619	124
Grants and Fundraising	400	0	400	250	250	150
<b>Revenues</b>	<b>17,271</b>	<b>864</b>	<b>18,136</b>	<b>14,738</b>	<b>13,986</b>	<b>3,398</b>
Compensation	7,971	1,181	9,152	7,063	6,769	2,089
Non Compensation	4,286	150	4,436	3,358	3,950	1,078
Rent	1,079	0	1,079	1,080	1,081	(0)
Network Service Fee	2,380	0	2,380	2,009	1,858	371
<b>Expense</b>	<b>15,717</b>	<b>1,330</b>	<b>17,047</b>	<b>13,510</b>	<b>13,658</b>	<b>3,537</b>
<b>Net Income</b>	<b>1,554</b>	<b>(466)</b>	<b>1,088</b>	<b>1,228</b>	<b>328</b>	<b>(139)</b>

- NSH FY22 includes the Year 0 investments in NSH3 and associated CSP revenue
- Fy21 improvement over plan reflects mid year per pupil funding increase

# DC Regional FY22 Update

DC	FY2022	FY2022	FY2022	FY2021		
	Schools Budget	NeST Budget	Region Budget	Forecast	Region Budget	Fy22 vs FY21F Variance
(\$000)						
Federal Income	6,801	0	6,801	4,064	4,786	2,738
State Revenue Sources	34,273	0	34,273	30,681	32,344	3,592
Other Local Revenues	1,006	0	1,006	205	781	800
Int Transfers/Network Support Fee	0	1,619	1,619	1,363	1,597	256
Grants and Fundraising	0	0	500	500	500	0
<b>Revenues</b>	<b>42,080</b>	<b>1,619</b>	<b>44,199</b>	<b>36,813</b>	<b>40,007</b>	<b>7,386</b>
Compensation	15,046	1,246	16,291	12,804	14,042	3,487
Non Compensation	16,028	429	16,457	12,330	14,002	4,127
Rent	7,367	0	7,367	6,976	5,966	391
Network Service Fee	4,856	0	4,856	4,089	4,790	767
<b>Expense</b>	<b>43,297</b>	<b>1,675</b>	<b>44,972</b>	<b>36,199</b>	<b>38,801</b>	<b>8,773</b>
<b>Net Income</b>	<b>(1,217)</b>	<b>(56)</b>	<b>(773)</b>	<b>614</b>	<b>1,207</b>	<b>(1,387)</b>
<i>Lease Adjusted Net Income</i>	<i>387</i>	<i>(56)</i>	<i>831</i>	<i>2,719</i>	<i>1,742</i>	<i>(1,888)</i>

- FY21 reflects expected one time loan forgiveness \$1.1M Q4 and one time \$0.5M CSP funds for RIC
- FY21 Forecast and FY22 reflect conservative shift to RIC lease recognition (non cash impact)
- Region total includes \$500K philanthropy
- *Note; providing lease adjusted view, which more closely aligns with cash economics of region*

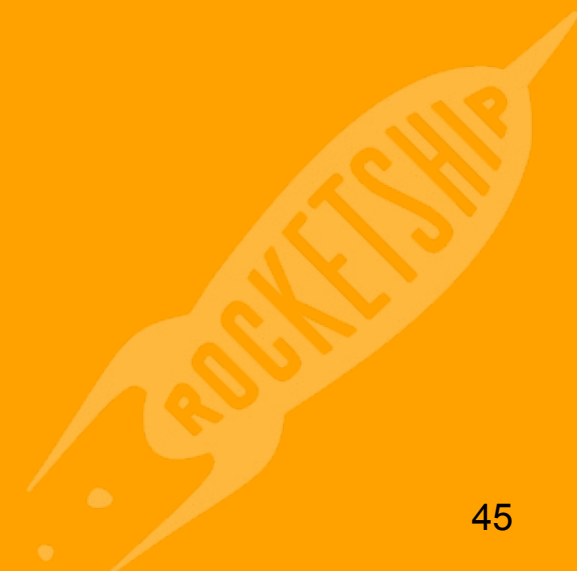


# TX Regional FY22 Update

TX	FY2022	FY2022	FY2022	FY2021		
	Schools	NeST	Region	Region		Fy22 vs FY21F
(\$000)	Budget	Budget	Budget	Forecast	Budget	Variance
Federal Income	350	80	430	0	561	430
Int Transfers/Network Support Fe	0	18	18	1,000	1,350	(983)
Grants and Fundraising	0	1,200	1,200	0	0	1,200
<b>Revenues</b>	<b>350</b>	<b>1,298</b>	<b>1,648</b>	<b>1,000</b>	<b>1,911</b>	<b>648</b>
Compensation	257	1,098	1,355	507	1,377	849
Non Compensation	2	324	325	244	517	82
Rent	0	18	18	1	15	17
Network Service Fee	53	0	53	0	0	53
<b>Expense</b>	<b>311</b>	<b>1,440</b>	<b>1,751</b>	<b>751</b>	<b>1,910</b>	<b>1,000</b>
<b>Net Income</b>	<b>39</b>	<b>(142)</b>	<b>(104)</b>	<b>249</b>	<b>2</b>	<b>(353)</b>

- TX FY22 includes the Year 0 investments in launch of the Region and TX1 school

# Project and Financing Updates





# Current Projects & Financings

## Projects

- RIC DC Phase 2 98% complete and expect C of O by June 1. Continuing to troubleshoot differences in auditor lease accounting
- NSH3 on track for June start, with final permit expected by 6/1. Groundbreaking set for 6/24, and final delivery in June 2022.
- TX1 undergoing 2nd round budget reviews based on supply chain cost escalations and delivery risk. Final permit expected in time for charter vote, followed by potential July start, and delivery in July 2022.

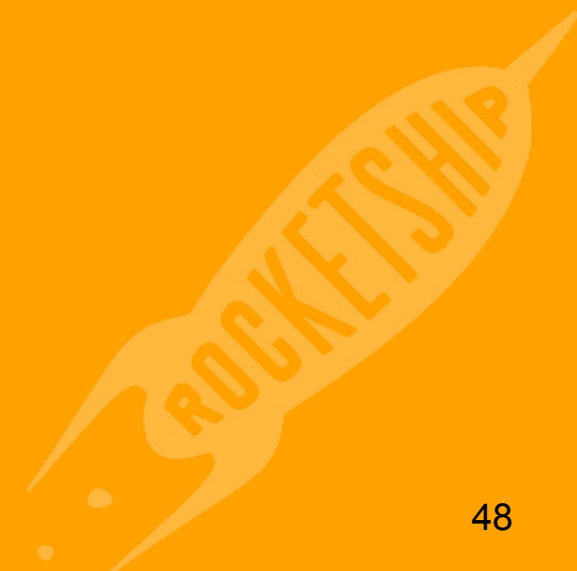
## Financings

- Kick off of Refinance for ROMO and RSA in May. This will be a private placement bond transaction by Launchpad.
- ROMO currently at 8.5%, RSA at 6.3% interest rate and approach first available call date; current market rates at 4% or lower
- Term sheet detail follows
- Anticipate closing by June 30.
- Requesting Committee approval of lease modifications

# Proposed refinancing of existing higher interest facility financing at ROMO and RSA

Term	Stifel as Underwriter
<b>Loan Type</b>	Private Placement / Limited Offering TEB (Socially conscious investor)
<b>Interest Rate</b>	To be negotiated - We are analyzing at 4%
<b>Term</b>	<b>14 – 15 Yrs. Fully Amortizing ; Existing lease matures 2043 - term reduced</b>
<b>Reserves</b>	None Required
<b>Rating</b>	Covenant to obtain rating when Rocketship/ Launchpad deem prudent for investment grade rating
<b>Lease Rate / Ann</b>	Will remain as currently scheduled, with reduce term
<b>Prepayment w/o penalty</b>	After 10 years
<b>Intercept / Lock Box</b>	Yes
<b>Covenants</b>	Consistent with other bond transactions

# CA Expanded Learning Opportunities Grant



# Expanded Learning Opportunities Grant Plan

## Legislative Context

- The California Legislature provided \$6.6 billion in the Assembly Bill 86 COVID-19 relief package, including \$2 billion for In-Person Instruction (IPI) Grants and \$4.6 billion for Expanded Learning Opportunities (ELO) Grants. Governor Newsom signed AB 86 on March 5, 2021.
- To be eligible for funding, LEAs must implement a learning recovery program, that at a minimum, provides supplemental instruction, support for social and emotional well-being, and ... meals and snacks to specified student groups, as defined in Education Code Section 43522, who have faced adverse learning and social-emotional circumstances.
- ELO Grants shall be expended only for any of the following purposes: extending instructional learning time, accelerating progress to close learning gaps, integrated pupil supports, community learning hubs, supports for credit deficient pupils, additional academic services, and training for school staff.
- The Expanded Learning Opportunities Grant Plan must be completed by LEAs as a condition for receiving an ELO Grant. The Expanded Learning Opportunities Grant Plan must be adopted by the local governing board or body of the LEA at a public meeting on or before June 1, 2021, and must be submitted to the county office of education, the California Department of Education, or the chartering authority within five days of adoption, as applicable.

# Expanded Learning Opportunities Grant Plan

## Request for Approval

- Our existing funding streams will focus on funding continuing expenses. CA ELO grant funds will cover COVID relief priorities associated with **expanded academic and intervention staffing and buildout of educational technology resources**. The funds will complement the ESSER and CCSPF funds associated with additional learning needs, preparing our buildings for reopening, the cost of our increased health and safety protocols, wraparound supports and supporting virtual instruction.
- Examples of expenses allocated to ELO: wifi upgrades; Chromebook purchases; additional teachers, tutors, interventionists, and APs; assessment materials; CareCorps Coordinators
- Each campus was allocated a specific amount of funding by the state based on LCFF entitlement. **Total ELO projected funding is \$5.0M**
- Expenses included in the campus-level plans are **already included in the school budgets presented to Board as part of the FY22 COVID relief spending**. We allocated those expenses to this funding source based on alignment with the supplemental instruction and support strategies that may be supported with ELO Grant funds.
- We have provided in the Board materials the ELO Grant Plan for each of our California campuses. No application is required, but we are required to develop a plan, **obtain Board approval**, and submit to our authorizers.

# Appendix Information



# RPS FY22 Enrollment detail

	Sep 2020 Enr Actual	FY22 BET	Sep 2021 (Feb) Enr Fin F	Sep 2021 (Apr ) Enr Fin F	Enr YoY Change
RMS	504	514	507	507	3
RSSP	377	387	358	383	6
RLS	452	494	464	486	34
ROMO	617	635	599	627	10
RDP	526	537	532	532	6
RBM	603	628	622	622	19
RSA	514	524	510	520	6
RSK	626	646	610	637	11
RFZ	632	643	624	624	(8)
RRS	617	618	616	616	(1)
RRWC	311	325	325	325	14
RFA	612	657	649	649	37
RDL	555	600	565	593	38
RNNE	503	523	518	518	15
RUA	581	568	562	562	(19)
RSCP	504	507	497	497	(7)
RTP	202	277	272	272	71
RISE	683	707	707	707	24
RLP	684	681	681	681	(3)
RIC	154	255	255	255	101
<b>Total</b>	<b>10,255</b>	<b>10,726</b>	<b>10,473</b>	<b>10,613</b>	<b>358</b>

- CA growth projected at RLS, RBM ,RFA, RDL
- RTP and RIC continue expansion

# Recruitment & Selection of Staff for Added Positions

- Existing recruitment team prepared for school staff hiring with a few new supports
- NeST hiring has historically been fully run by NeST hiring managers
- ~50% Increase in NeST hiring from typical year requires more substantial supports

## Temporary Investments in Recruitment Capacity

- On track for original 21-22 school hiring
- Adding 4-5 month temporary recruiter and search supports for select roles
- Extending referral bonuses
- Increasing paid advertising

## Promoting Internal Hiring & Pathways

- New internal job board & outreach
- Common timelines & priority round of hiring for roles that may involve school staff transitions
- 11/1 transition date for Schools-->NeST hires

## Increase in NeST Hiring Manager Support & Structure

- New hiring manager tools and resources
- Added trainings on recruitment practices and Unconscious Bias/Equity in hiring
- Batch processing recruitment & hiring in 3-4 rounds (May-January)



# Onboarding

## Continuing 100% participation in network onboarding

- Monthly New Employee Orientation sessions
- New hires assigned an ambassador to provide 1:1 support
- Effective execution of operational onboarding

## New or Increasing:

- Manager supports for successfully onboarding new hires
- Opportunities for new hires to meet informally with regional leaders
- School staff to NeST onboarding supports
- Continue to strengthen onboarding tools and resources available to staff and managers on internal website (Mission Control)



# Investing in Our Long Term Talent Pipeline with COVID Relief Funding

- Growing our pool of future teacher and school leader candidates with added positions
- Adding NeST positions that invest in pipelines and representative leadership

## Instructional Hourly Staff /Associate Teacher--> Teacher Pipeline 70% of Added School Staff Roles (80 positions)

### Support & Coaching in Role

- Adding 1 AP or coach on many campuses to keep management caseloads low

### Transparent & Accessible Career Pathways

- Resources and information sessions on pathways
- Credential testing counseling and support
  - \$1K/new teacher in reimbursement
  - Test Prep Program

### BA & Credential Completion Supports

- \$2K/teacher for credentials
- Existing residencies in DC, NSH
- Intern credential partner in CA (National U)
- Rivet School BA completion program (scholarships for 60 staff members in 21-22)

## Assistant Principal --> Principal Pipeline

Up to 10 APs joining new Aspiring Principals Program in 2021-22

## Added NeST Positions to Invest in Pipelines & Representative Leadership

- Associate Director of DEI
- Associate Director of NeST Talent
- Associate Director of PD



