



Wednesday, August 25, 2021

Rocketship Public Schools National Board of Directors Meeting (2021-22 Q1, Day 1)

Meeting Time: 1:00pm

Webinar link: <https://rocketshipschools.zoom.us/j/83356875601>

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.

1. Opening Items

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

2. Consent Items

- A. Approve minutes from July 15, 2021 board meeting
- B. Appoint Julie Miller to the Rocketship Education Board of Directors through the end of August 2023
- C. Appoint Julie Miller as the Audit Committee Chair, through the remainder of her term on the Rocketship Board
- D. Appoint Malka Borrego to the Rocketship Education Board of Directors through the end of August 2023
- E. Appoint Malka Borrego to the Achievement Committee, through the remainder of her term on the Rocketship Board
- F. Approve revised Complaint Policies for CA and TN
- G. Approve revised Campus Access and Visitor Policy
- H. Approve application to amend the Rocketship Nashville Northeast charter to include Grade 5

3. Agenda Items

- A. Board updates: CEO, Regional, Board Chair, Committee Chair, Development, and Compliance
- B. 2020-21 Achievement update
- C. 2021-22 Start-up, enrollment, and budget updates

4. Break

5. Agenda Items (Contd.)

- A. Texas launch updates

6. Closed Session

- A. Conference with Legal Counsel — Anticipated Litigation: Significant exposure to litigation pursuant to California Government Code § 54956.9. Number of cases: 1

7. Agenda Items (Contd.)

- A. Public report on actions taken in closed session

8. 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.

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 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 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 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 por lo menos 24 horas antes del inicio de la reunión.

To: Board Members
From: Preston Smith, CEO & President
Date: August 25, 2021
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 June.

QUALITY—Great schools...

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

The 2020-2021 school year was full of unprecedented challenges - but no matter what, we pushed through to achieve great things. In every Rocketship region, we ended the school year with incredible stories of tenacity and the pursuit of excellence.

As we enter the 2021-22 school year I am excited that we are working to reopen 100% in-person. We know the power of in-person instruction and what a powerful difference it makes for our younger learners and school communities, so we are excited to make a full return to this mode and to do so safely. Moreover, I am confident that we can and will reopen safely for our team, Rocketeers, and families for a few reasons. First, during the 2020-21 school year, while we were reopened in-person across the country, we saw less than a 1% infection rate amongst our team members. In addition, we know that none of our campuses led to any sort of spread of COVID. Thus, with our safety protocols and COVID protections in-place, which are robust, I am deeply confident that we can reopen in-person and keep our team, Rocketeers, and families safe.



Some elements that have already been put in place for the safety and well-being of our Rocketeers and team are as follows:

- **Site based COVID leads.** At each school and NeST site we have a dedicated staff member as a COVID Lead. This allows us to ensure regular assurance that all COVID 19 protocols are being followed and implemented. Moreover, with a COVID lead at each site we will have a cohort of leaders participating in regular training and development as well as a collective group that can utilize each other's input and judgement in the complexity of decision-making around daily operations and any cases or incidents that may arise.

- **Vaccination and Testing.** We have strongly encouraged that all staff get vaccinated and provided extensive education opportunities on the benefits of vaccination to the health and safety of our staff, students, and communities. At this point, across our network, nearly 80% of our team members have submitted documentation of their vaccination. For any school based staff who have not verified their vaccination status, they are required to get COVID tested 1-2 times every week.
- **Universal face masks.** We are requiring all staff, students, and anyone on-campus to wear a face mask at all times unless. Masks can only be removed during breakfast and lunch.
- **PPE, Ventilation, Air Filtration.** We have all necessary PPE as well as all of the necessary and effective chemical cleaning equipment and supplies for each of our campuses. We have also evaluated and, when necessary, upgraded the air filtration at each of our sites and spaces.

In the return to in-person learning, our team is also working to ensure that we have a robust plan to more fully address our Rocketeer's needs and unfinished learning. We are grateful for the increased federal and state investments in public education, especially for the communities that we serve. This vital support is helping fuel our plans to address unfinished learning in a rich, purposeful manner which includes: additional social-emotional time during the day as well as supports, counseling and mental health partners; additional tutoring and academic supports to better address unfinished learning; growing our CareCorps team and program; hiring additional teachers who can better support instruction and reduce any dependency on substitutes so that we have more consistent adults in the building; and other potential shifts to our school and instructional model so that our Rocketeers can return to in-person learning and thrive.

Our team has also done incredible work over the summer to continue to robustly and deeply engage our families and Rocketeers as they prepare for in-person learning. As additional context, not only are our Kindergartners often new to the campus and in-person learning, but for many of our 1st graders that is the case as well. Thus, this will be a significant transition with many new processes and structures to learn (i.e. arrival, dismissal, how to navigate the campus safely with our safety protocols in place, etc.) after nearly 18 months of distance learning for so many of our kids and families. To that end, our teams have continued to maintain strong communications and partnerships with families throughout the summer. Most recently, our school leaders and team members again engaged in home visits and throughout the country we have already completed over 60% of home visits for our Rocketeers and families. Our schools and team members are also bringing our work to life virtually and continuing to work hard to include our families and larger community, especially on Facebook and Facebook Live so that our families can see the joy and safety of our campuses and their Rocketeer's learning community and experience.

We are all very excited for what is possible in the 2021-22 school year as our Rocketeers return and we have the opportunity to return to our robust learning model and more fully address unfinished learning!

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 2020-21 school year, we continued to drive towards organizational sustainability. Over the past six years, we have made steadfast progress towards organizational sustainability. This past year, philanthropy covered only 16% of our network support to our schools and communities. This is a significant decrease from 2014 when 51% of our network support at Rocketship was covered via philanthropy and is evidence of our continued path towards sustainability as an organization and demonstrating what is possible on public funding.

In the 2020-21 school year we also continued to innovate and elevate our JetPackED program and how we more effectively weave online learning and individualized practice into our larger model. For the 2021-22 school year, JetPackED can now suggest groupings for our team members based on online learning program (OLP) mastery and is beginning to suggest core lessons for mastery for students correlated to where they may have gaps in their mastery of core content. In addition, as we return to in-person learning, I am excited for our team to have the opportunity to continue to elevate our Learning Lab. In the fall semester, due to COVID and working to more fully address unfinished learning, the learning lab experience for our Rocketeers will prioritize tutoring, social emotional lessons and supports, and enrichment like physical exercise. Later this year, if health conditions allow (including vaccination for children under 12), we plan to reintroduce more experiential and project based learning opportunities in our Learning Lab including robotics, developmental play, art, hands-on science and more.

For the 2020-21 school year, we surpassed our annual fundraising goal of \$5.2m for the entire network. Every region met or exceeded their fundraising goal. Moreover, we already have a strong start to the 2021-22 school year as many of our champions and supporters across the country have already leaned in and begun to renew or elevate their commitments to Rocketship and our collective work. I am incredibly grateful for the many individuals, family foundations, and more who continue to support our collective mission and efforts at Rocketship, especially as we work to collectively rebound quickly for our Rocketeers and families.

IMPACT—Strong communities and families...

Serve 14,000+ Rocketeers and families by 2025

The last few months were an incredibly special time for us at Rocketship as our first class of Rocketeers graduated from college. It was a powerful moment to see our Rocketeers realize the goal of not only attending, but graduating from college. Moreover, it has been impactful [to see the choices that our graduates are making](#) as they launch their careers, especially as many of our alumni are focused on social justice and community issues.

ROCKETSHIP

PUBLIC SCHOOLS

We now serve over 10,000 Rocketeers across 20 schools in 4 regions and growing! In late June, Rocketship Texas was approved to open in Fort Worth, starting in August 2022. The charter was recommended for approval by the State Commissioner and had realized a 100 out of 100 points on the actual application. SaJade Miller, [Rocketship Texas Superintendent](#), led the approval effort along with a powerful local board and amazing parent leaders. Together, they will lead the opening of a new, high-quality school in Southeast Fort Worth. [Fort Worth Magazine shared the story](#), and [The Fort Worth Report](#) noted that parent power won the day: "Parents' passionate pleas pushed the State Board of Education to allow Rocketship Public Schools to establish in Fort Worth's Stop Six neighborhood." We are incredibly excited to partner with so many incredible community leaders in Fort Worth as well as our families throughout the city to have the opportunity to contribute to their collective vision of Tarrant County having the best public school ecosystem in the country.

In Nashville, we are preparing to break ground on our third school. The third campus will serve students and families in the Antioch neighborhood of Nashville with a music-enriched curriculum. Founding Principal Jessica Alexander states, "Music is a form of communication that brings together people from different races and cultures. At Rocketship Antioch, we believe music education prepares students to think critically, take risks, and persevere through challenge; therefore, we are committed to ensuring that each Rocketeer has access to music across disciplines. We will equip each Rocketeer with an additional language to utilize in a multicultural world." We can't wait to see our third school in Nashville open its doors in August 2022!



A vertical poster for Rocketship Public Schools Antioch. At the top, it features the Rocketship Public Schools logo and musical notes. The main text reads "LEARN IN HARMONY. SOAR TOWARDS OPPORTUNITY." followed by "New Music-Enriched School Coming to Antioch, August 2022!". Below this is a photograph of five students in purple shirts and khaki pants jumping joyfully in a schoolyard. At the bottom, there is a map of the Antioch area, a circular graphic with icons for "MUSIC", "ART", "PE", and "SCIENCE", and contact information: "Free open-enrollment public school Enrolling K-4th grade.", "615-975-4145", and "rocketshipschools.org/antioch".

Last year, a national analysis of public school enrollment showed that 10,000 local public schools lost at least 20 percent of their kindergartners. We are seeing this pattern play out in public schools in all our regions. And while our Kinder enrollment held flat last school year, with the COVID-19 pandemic far from over, we expect our enrollment will fluctuate throughout the first several weeks of this new school year. Overall, we are projecting a *slight increase* in enrollment across our entire network this year - a major testament to the strength of our schools and our recruitment teams. However, we fully expect much greater enrollment fluctuation than we are accustomed to as families acclimate to our return to full in-person learning and the recent spike in COVID infections and hospitalizations continues to cast a shadow of uncertainty for our families and communities.

Finally, we have established a new leadership team for our network - the Network Executive Team (NET). This team includes the leader of each Rocketship region (our Executive Directors) as well as leaders on National NeST. This new leadership structure replaces our Senior Leadership Team (SLT). I am excited that this expanded leadership team creates an even more representative and inclusive approach to our decision-making and leadership within Rocketship. Establishing our new Network Executive Team builds on an initiative we launched three years ago that focused on creating greater agency and accountability in our regions and improving the efficacy and focus of our national network support teams. The shifts we've made over the last three years underlie the gains we've seen for our Rocketeers in every region as well as the strategy and systems we've developed to advance DEI, curriculum development, compliance management, professional development, and much more. Our experience with COVID-19 over the last 18 months has only further reinforced the rationale for a new leadership structure that is more connected to the diverse communities we serve and thereby better equipped to scaffold and support the needs of our schools, communities, and regional networks.



DEI— Equitable and inclusive Rocketship community...

60% or more of Rocketship leaders will reflect & represent the racial & ethnic identities of students we serve by 2023.

In the 2020-21 school year, we accomplished a great deal in our continued focus and work with Diversity, Equity, and Inclusion (DEI). During the school year we established a DEI Council, which represents leaders and team members across our network, who are helping to partner with our Network Executive Team in our DEI work as well as ensure that we continue to make progress on items identified in our equity audit. Our DEI Council have been important strategic partners in our continued work to purposefully pursue even greater representation on our teams and break down barriers to power across our organization, schools, and communities. In addition, last year we established a clear DEI goal for our entire organization: *By 2023, 60% or more of Rocketship leaders at schools, regional and national will reflect and represent the racial and ethnic identities of students we serve.* We have continued to make progress against this goal on multiple fronts and I am excited to share that in the 2021-22 school year 67% of our Principals will be representative of the students and families that we serve.

In the 2021-22 school year, we will continue to focus on areas identified in our equity audit that we can further refine like our HR complaint processes, more thoroughly addressing micro and macro aggressions when they occur, elevating our representative pipeline of teachers and team members in specific communities (e.g., Milwaukee), and ensuring that our promotions and retention of staff members do not vary by subgroup. In each of these areas we have made substantial progress and I look forward to our continued focus on ensuring that we continue to most especially elevate equity and inclusion within Rocketship so that we can continue to nurture our diverse and representative team and in doing so more fully and effectively realize our mission.

As we enter the 2021-22 school year, I am deeply energized by the opportunity to return to in-person instruction as our collective Rocketship team continues to demonstrate what is possible in public education regardless of demographics or zip code. I look forward to our continued efforts and tenacity as a Rocketship community to fulfill our mission in our communities across the nation.

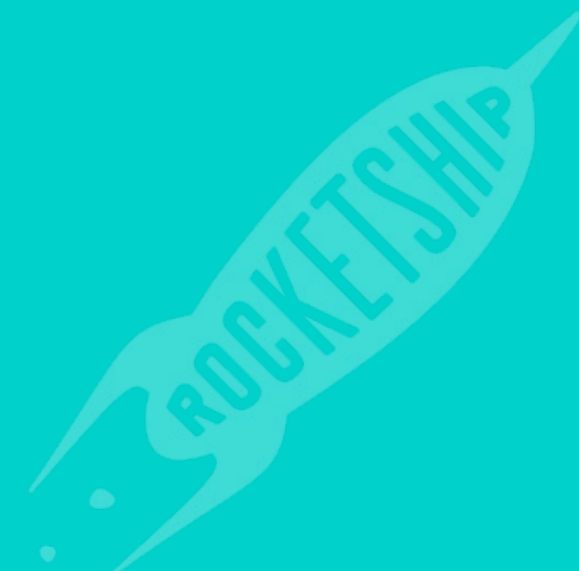


Achievement Update

August 25, 2021



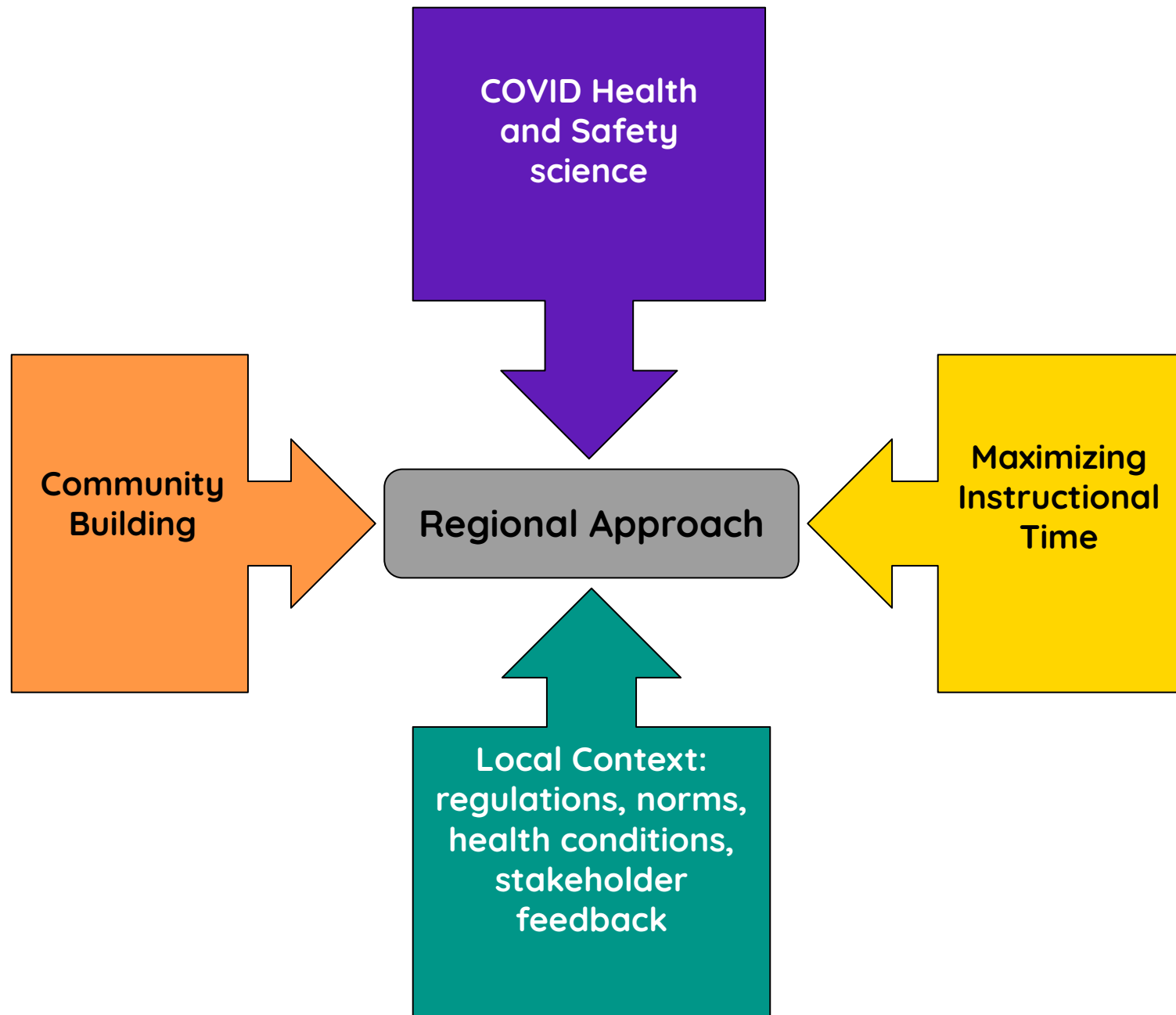
COVID: Policies and Procedures





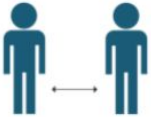





Our Campuses Were Very Safe Last Year!

- We supported (and kept safe!) **over 4,000 Rocketeers** learning on campus, and **over 600 on-site staff**
- We administered over 8,000 on-site staff COVID tests, with **less than 1% coming back positive** -- much lower than the rates in our communities
- We know of just over 100 staff/student COVID cases during the 20-21 school year...but **no (or extremely minimal) transmission** on any of our campuses
- **20 Campus COVID Leads** attended **36 sessions** to stay up-to-date on protocols and support their strong work training, monitoring, testing, and contact tracing
- And now, with lower COVID rates in our communities, many staff vaccinated, and much deeper knowledge of how COVID spreads, we are ready to dive into **a new year of on-campus learning!**


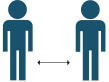








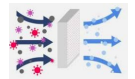

Rocketship's COVID Mitigation Core Principles

| | | | |
|--|------------------------------------|---|------------------------------------|
|  | Masking |  | COVID Testing |
|  | Physical Distancing & Cohorting |  | Handwashing and Hand Sanitizing |
|  | Contact Tracing & Quarantine |  | Clean Air |
|  | Vaccination |  | Cleaning our Space |

Application of Core Principles (part 1)

| | |
|--|---|
| Masking  | <ul style="list-style-type: none"> For the start of the year, in general, anyone 2+ years old must wear a mask on Rocketship campuses, indoors and outdoors |
| Distancing  | <ul style="list-style-type: none"> Priority is all students in the building We have a particular focus on ensuring adequate spacing during breakfast/lunchtimes when masks come off, and moving as much eating outdoors as is operationally feasible CA/MKE: 3+ feet recommended DC/NSH: 3+ feet for students, 6+ feet for adults recommended |
| Quarantine  | <ul style="list-style-type: none"> Anyone testing positive must quarantine for 10 days Unvaccinated adults exposed to positive case must quarantine, though can test out early in some regions Currently making decisions in response to new public health guidance allowing students who were masked during exposure to stay on campus |
| Vaccines  | <ul style="list-style-type: none"> Not required for staff, but highly encouraged. Offering \$50 incentive / "thank you" / reimbursement for submitting vaccination documentation. We may potentially move toward requirement for staff in some regions at some point after vaccines receive full FDA approval Anticipate highly encouraging (but not requiring) student vaccination when available |

Application of Core Principles (part 2)

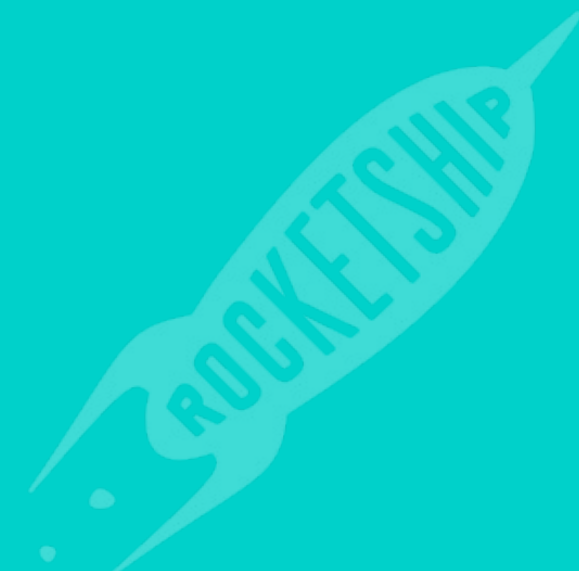
| | |
|---|--|
| Testing  | <ul style="list-style-type: none"> Regular testing required for all staff; typically 2x/week for unvaccinated staff and 1x/week for vaccinated staff Rapid antigen tests available to “clear” staff/students with symptoms (though must be done with PCR test in DC per OSSE policy) |
| Hands  | <ul style="list-style-type: none"> Emphasize importance of regularly washing/sanitizing hands |
| Air  | <ul style="list-style-type: none"> Upgraded HVAC filters; air purifiers in all occupied spaces; windows open if safe and weather permits |
| Cleaning  | <ul style="list-style-type: none"> Emphasis on cleaning high-touch surfaces at least 1x/ day Broader sanitizing (i.e. with an electrostatic sprayer) after a positive case on campus |
| Other strategies | <ul style="list-style-type: none"> Reducing emphasis on arrival health screening/temp check due to lack of evidence of efficacy, and operational lift required Not requiring plexiglass dividers (though some schools may use in some situations) |

Looking Forward to The New School Year

- **Even in the face of the delta variant, consistent adherence to our Core Principles will continue to keep us safe.**
 - The CDC is very clear that the measures that worked to stop COVID-19 before continue to be the best way to combat the Delta variant.
 - Vaccines, masks, good ventilation, and regular hand washing remain critical.
- **We know we will see some cases among our staff and students given high community transmission rates -- but we are ready to keep our campuses safe and continue our work.**
 - We have already seen some breakthrough cases in vaccinated adults, some cases in unvaccinated adults, and some cases in students -- but we are ready to respond and support these community members while keeping other safe
 - We are refining our post-exposure student quarantine protocols per new CDC guidelines to help keep students in school -- though each region is taking action to prepare for distance learning where needed when students are home due to exposure or asymptomatic cases
 - We are also preparing to ensure we are able to continue on-campus instruction in situations where staff are out quarantining
- **The bottom line: Our campuses are fully reopening to our Rocketeers! We do not predict full building closures.**
 - We (that's all of us!) are doing everything in our power to prevent full building closures so that we can keep our doors open to our Rocketeers.



Current staffing



Teacher & AP Hiring as of 8/18/21: 97% of Vacancies Filled

Teacher Hiring: 97% of all vacancies filled with 25 new vacancies since 7/15

| Region | Total Teacher Vacancies | Total Hires Made | Current Vacancies | Current Offers Pending | % of Vacancies Filled as of 8/18/21 | % of Vacancies Filled as of 8/3/21 | % of Vacancies Filled as of 7/6/21 | % of Vacancies Filled as of 6/4/21 | % of Vacancies Filled as of 5/1/21 |
|---------|-------------------------|------------------|-------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| CA - EB | 28 | 26 | 2 | 1 | 93% | 88% | 83% | 82% | 87% |
| CA - SB | 86 | 84 | 2 | 0 | 98% | 98% | 93% | 85% | 102% |
| DC | 25 | 25 | 0 | 1 | 100% | 83% | 100% | 94% | 108% |
| MKE | 14 | 14 | 0 | 0 | 100% | 86% | 100% | 78% | 100% |
| NSH | 18 | 17 | 1 | 0 | 94% | 89% | 100% | 85% | 117% |
| Network | 171 | 166 | 5 | 2 | 97% | 92% | 93% | 83% | 101% |

Note: California schools have 16 Associate Teachers on staff not included above, who are fully credentialed and can step into classrooms as needed for coverage and intervention.

Assistant Principal Hiring: 100% hired for APs

| | South Bay | East Bay | MKE | NSH | DC |
|-------------------------------|-----------|----------|-----|-----|----|
| Confirmed Vacancies* | 13 | 3 | 2 | 2 | 4 |
| Hires | 13 | 3 | 2 | 2 | 4 |
| Interviews held | 35 | | 5 | 6 | 15 |
| Remaining confirmed vacancies | 0 | | 0 | 0 | 0 |

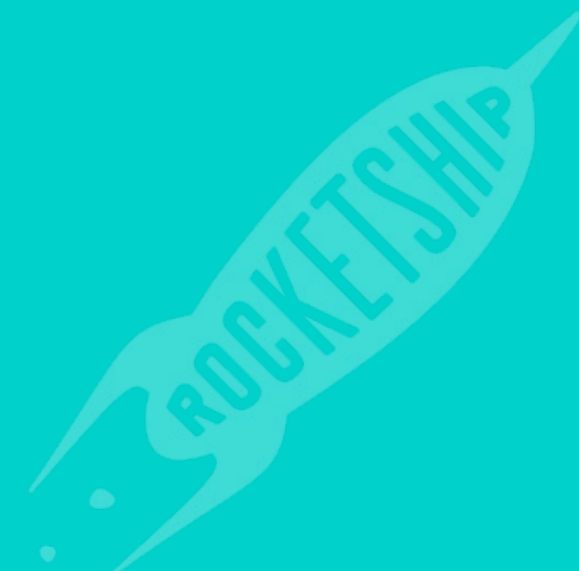
Instructional Hourly Staff Hiring as of 8/18/21: 79% of Vacancies Filled

| Region | Total Hourly/Other Vacancies | Total Model Vacancies | Total ESSER Vacancies | Total Hires Made | Current Vacancies | Current Model Vacancies | % of Vacancies Filled as of 8/18/21 | % of ESSER positions filled as of 8/18 |
|---------|------------------------------|-----------------------|-----------------------|------------------|-------------------|-------------------------|-------------------------------------|--|
| CA - EB | 29 | 15 | 14 | 22 | 7 | 6 | 76% | 93% |
| CA - SB | 94 | 44 | 50 | 67 | 27 | 15 | 71% | 76% |
| DC | 20 | 11 | 9 | 18 | 2 | 1 | 90% | 89% |
| MKE | 6 | 6 | 0 | 6 | 0 | 0 | 100% | n/a |
| NSH | 26 | 12 | 14 | 25 | 1 | 0 | 96% | 93% |
| Network | 175 | 88 | 87 | 138 | 37 | 22 | 79% | 83% |

Historical context on California instructional hourly staff hiring (majority of vacancies) compared to this year:

- **Number of hires:** Typically 2-3 hires per school (35-40 hires total per year) compared to ~100 this year (7-8 per school).
- **Timeline:** In the past we have found most instructional hourly staff job seekers are searching within 6 weeks of the job starting (later timeline than teachers).
- **Recruiter support:** Given lower volume most years, recruitment team has provided job posting, interview materials, and offer letter support, but minimal sourcing and selection in the past. Given high volume this year we have added:
 - Dedicated sourcing and phonescreens for hourly staff
 - 2x/week interview days May-July for hourly staff (10-12 candidates interviewing per week in group interview days plus some directly with campuses)
- **% Hired (Instructional hourly staff):**
 - Based on data review of last 3 years, we have typically had 59% of our instructional hourly staff hires in CA begin sometime in July with the rest starting in August or September

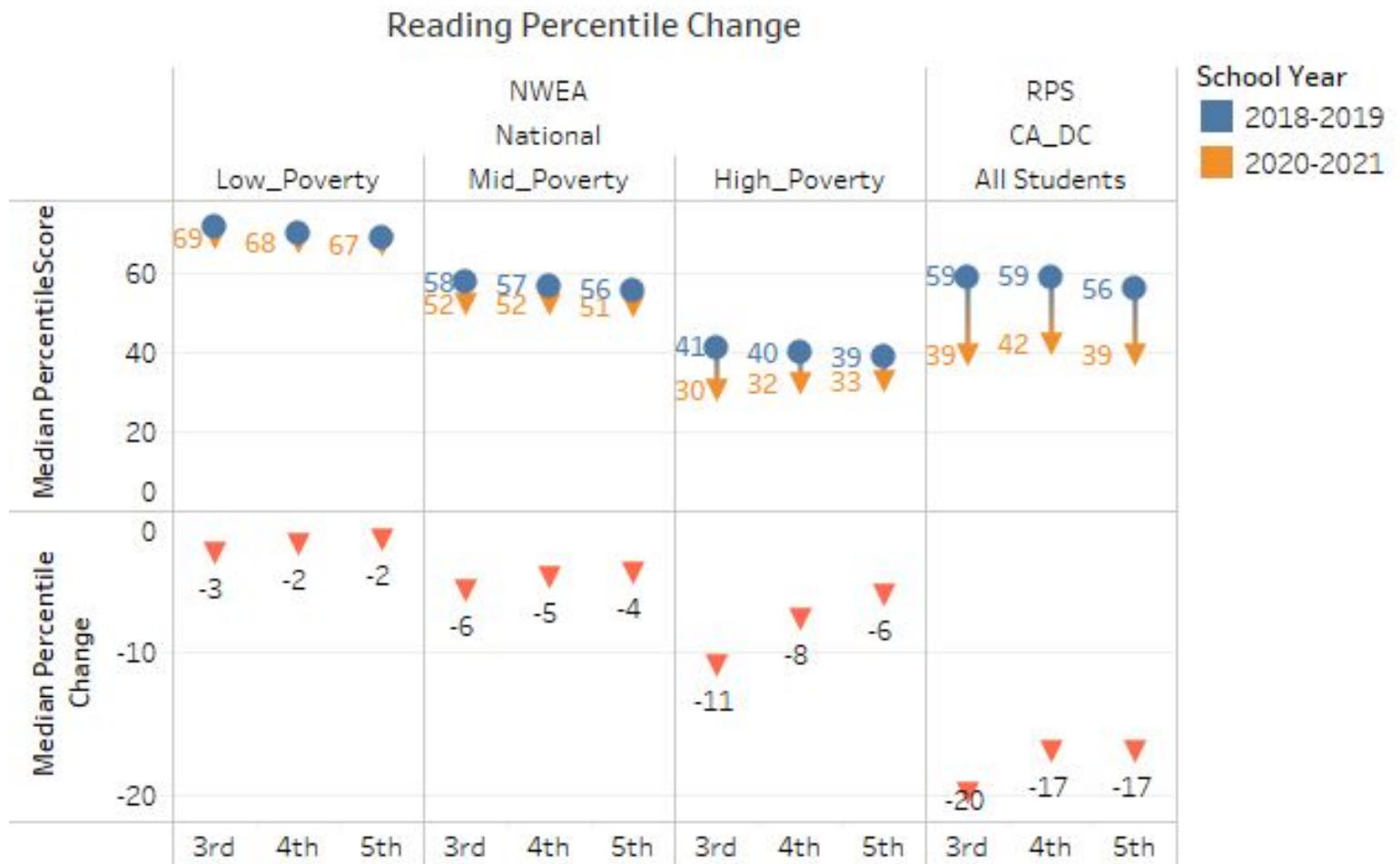
20-21 SY EoY Results



External Studies Main Findings

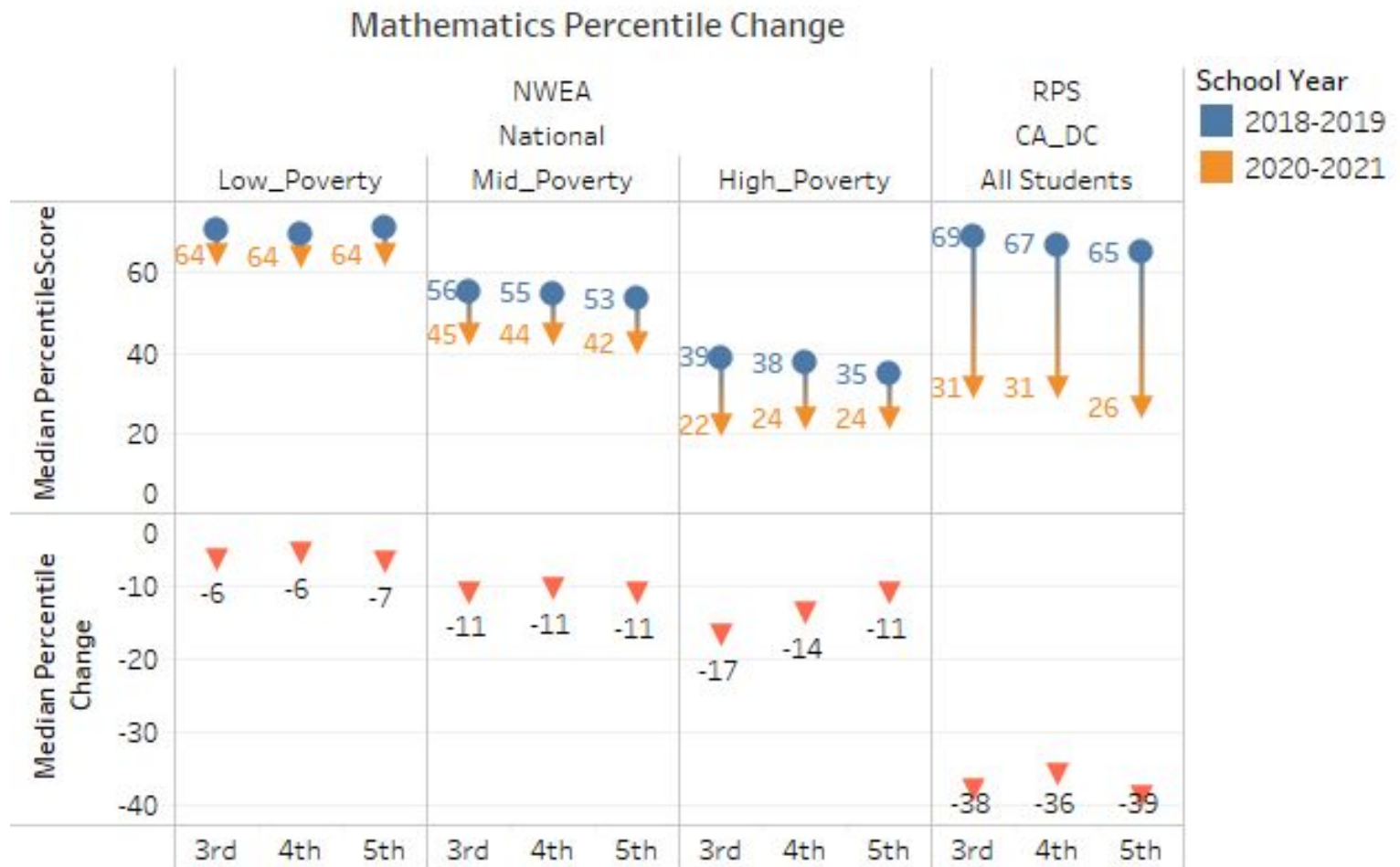
- Students made progress during the year, but gains were made at a lower rate and resulted in a significant amount of unfinished learning ([NWEA](#), [McKinsey](#))
- Math experienced greater learning disruptions compared to Reading
 - **NWEA:** Average Spring Percentile scores 11 to 12 pts lower than typical year in Math and 5 to 6 pts lower in Reading
 - **McKinsey:** Students estimated to be 5 months behind typical i-Ready performance in Math and 4 months behind in Reading at the end of SY 20-21
- Achievement gaps have widened since SY18-19, with historically disadvantaged students disproportionately impacted during the pandemic ([NWEA](#), [McKinsey](#))
- **NWEA** found evidence of greater impacts in elementary grades (3rd-5th) than middle school grades, which aligns with a [winter CORE-PACE](#) study finding that earlier grades were more affected by the pandemic's school disruptions
- Emotional health and well-being also impacted and could affect academic abilities ([McKinsey](#), [CORE-PACE \(spring\)](#))
- Drop in kindergarten enrollment (more than 10%) was particularly pronounced in low-income and urban schools (NYTimes, Stanford [Study](#))

Pre-pandemic, RPS more similar to Mid-Poverty Schools in Reading and now more similar to High Poverty Schools



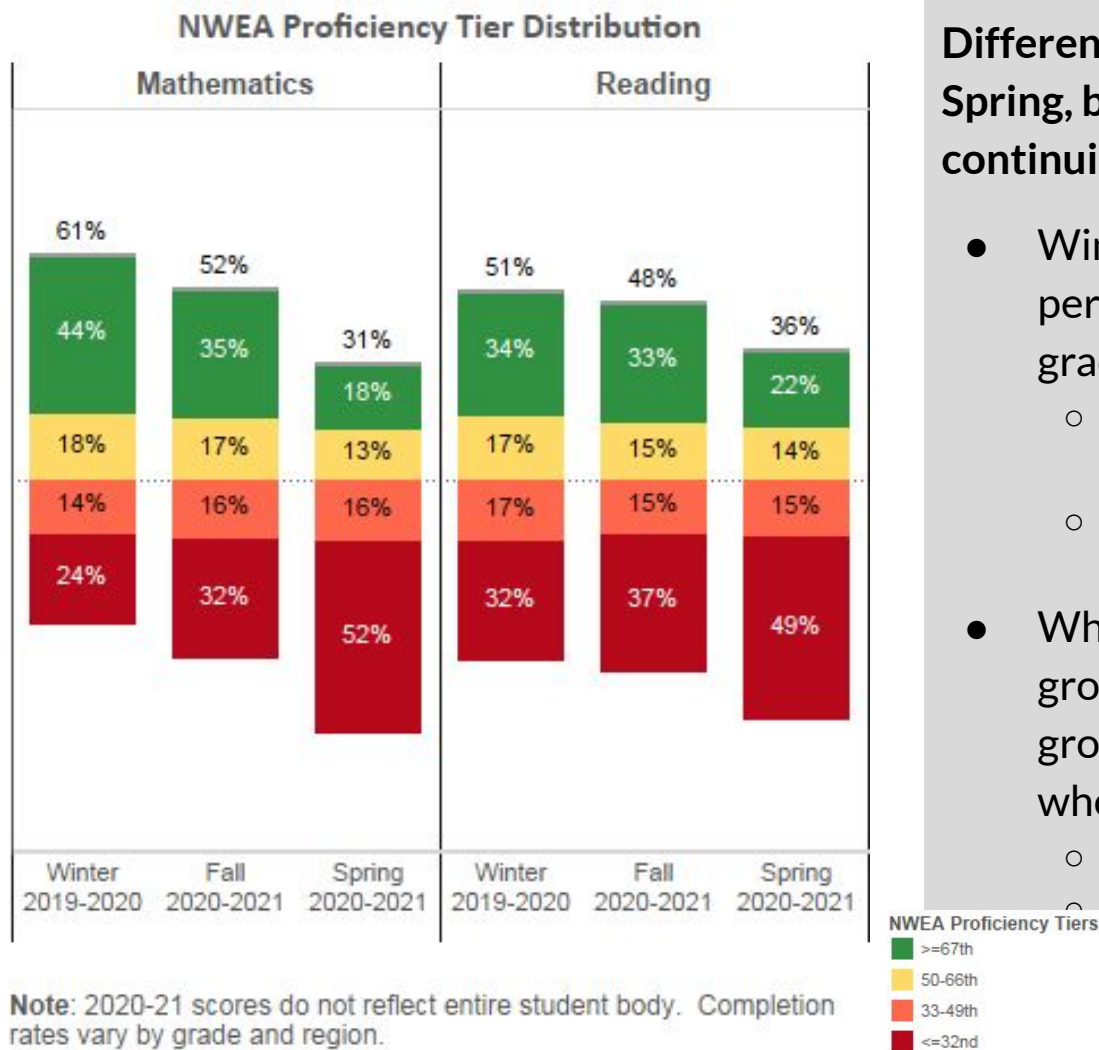
"Low-Poverty" - less than 25% FRPL eligibility,
 "Mid-Poverty" - 25-75% FRPL eligibility,
 "High-Poverty" - greater than 75% FRPL eligibility

RPS had been similar to Low-Poverty Schools in Math before the pandemic, but now in-between Mid-to-High Poverty Schools after experiencing larger declines



“Low-Poverty” - less than 25% FRPL eligibility.
 “Mid-Poverty” - 25-75% FRPL eligibility.
 “High-Poverty” - greater than 75% FRPL eligibility

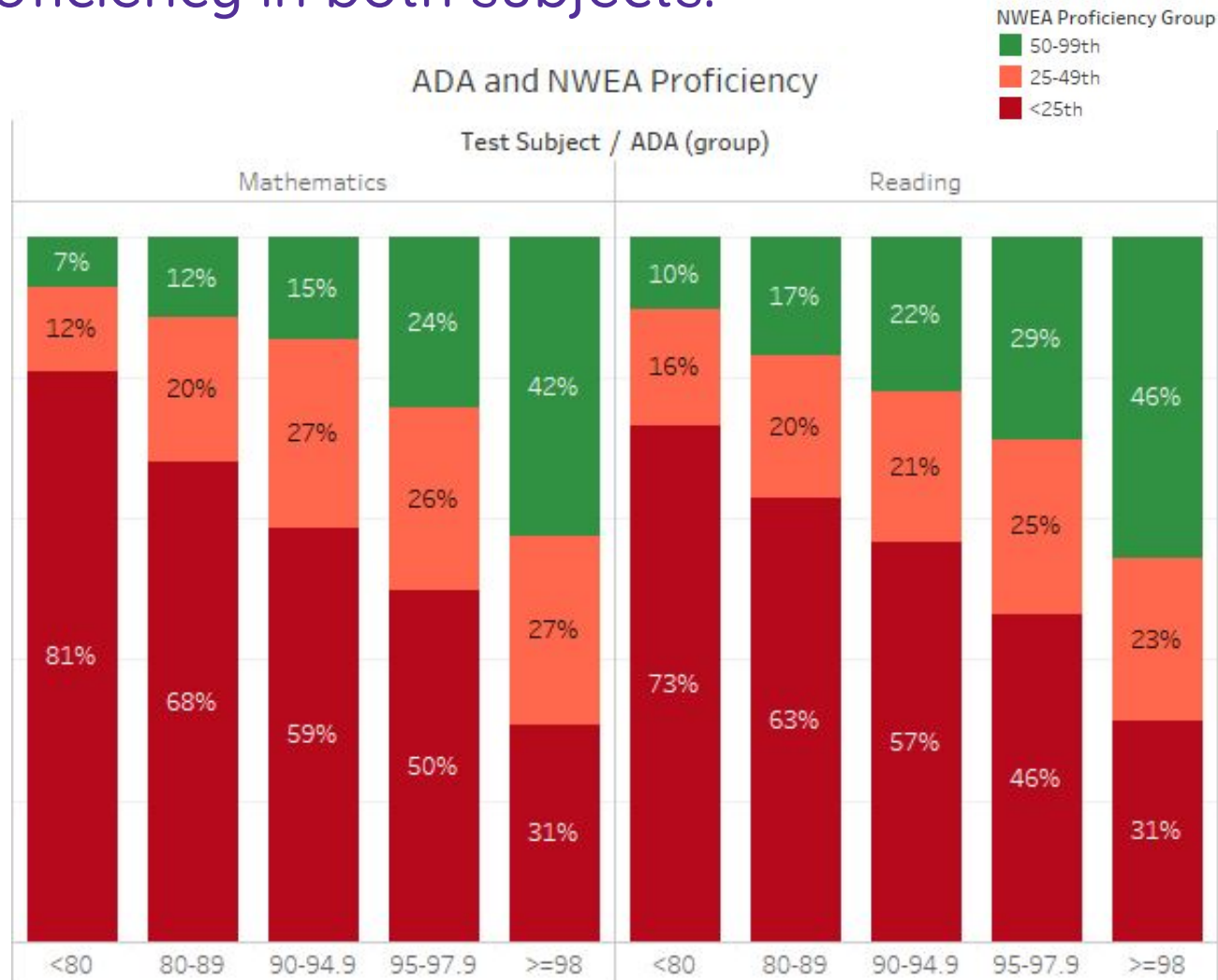
EOY NWEA results reveal a downward shift in the distribution of our Rocketeers across tiers



Different testing populations in Fall and Spring, but overall trend indicates continuing declines since Winter 2019

- Winter 2019 is the last NWEA testing period with complete data for all grades and schools
 - Fall had limited K and 1 data and most students tested remotely
 - Spring testing rates vary across grades and regions
- While we have limited Fall-to-Spring growth years data, network-wide growth averaged <1 year for students who tested in both rounds
 - Mathematics: 0.5 years of growth
 - Reading: 0.7 years of growth

And results showed that *attendance matters!*
Attendance was associated with higher NWEA proficiency in both subjects.



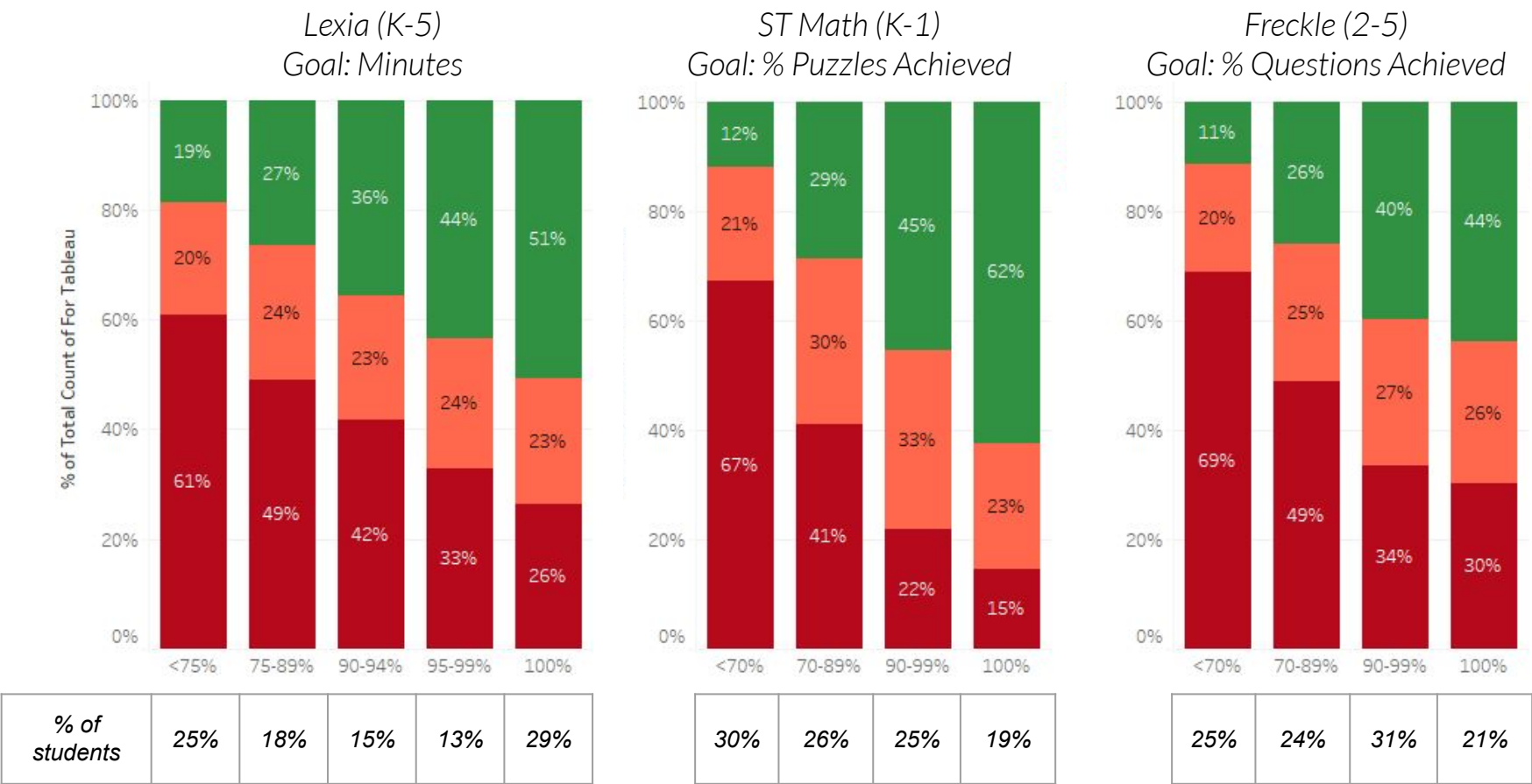
CA and NSH:
majority of
students
>98% ADA

DC and MKE
more evenly
distributed
across ADA
groups

Across the network, higher OLP goal completion was also associated with higher NWEA proficiency.

OLP Goals Met (JetPacked Dashboard) and NWEA Proficiency Group

NWEA Proficiency Group
50-99th
25-49th
<25th



29% of students met 100% of their Lexia goal.
Majority of these students On/Above GL

Students meeting >90% of goals are more likely to score on/above grade level on NWEA

Students meeting <70% of goals more likely to be in bottom quartile



EoY Results: Key Takeaways and Implications

Key Takeaways

- Significant amount of unfinished learning
- Attendance and OLP participation were key differentiators
- Building stronger readers in early grades in prior years has paid off in upper grade literacy results
- Math particularly impacted compared to prior years

Implications

- In-person instruction matters
- Importance of interventions for the coming year--in particular in mathematics relative to prior years
- Priorities for the coming year:
 - Start strong
 - Relationships and Student Culture
 - Accelerate Academic Achievement



Thematic Goal

Adapt to Close the COVID Gap

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

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

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

Defining Objectives

Standard Operating Objectives

Student
Achievement
(NWEA MAP, state test)

Student
Experience
(survey)

Retention

Enrollment

Attendance

Staff, Family
Satisfaction





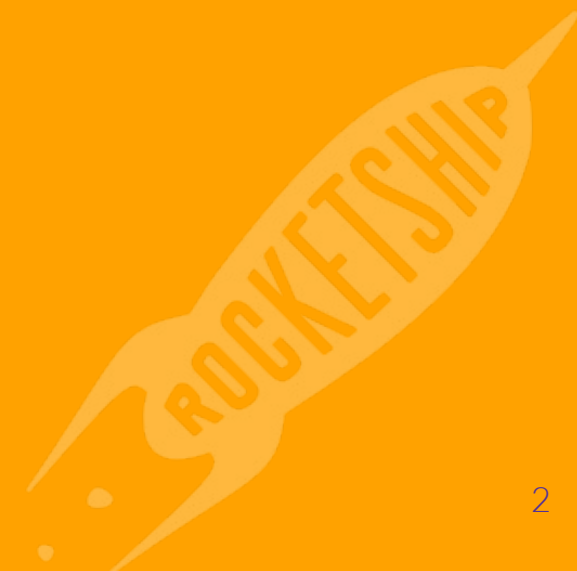
2021-22 Start-up, enrollment, and budget updates

August 2021

August 25, 2021



Start up and enrollment update



Last year, the nation saw our steepest public school enrollment decline in recent history - leading to greater uncertainty as SY 21-22 launches:

Kindergarten Enrollment Fell Last Year. Now Schools Wonder How Many Kids Are Coming



The Kindergarten Exodus

As the pandemic took hold, more than 1 million children did not enroll in local schools. Many of them were the most vulnerable: 5-year-olds in low-income neighborhoods.

The New York Times

Nashville public school enrollment dropped 5% during the COVID-19 pandemic

Tennessean.

The pandemic marked the largest recorded rise in homeschooling, as enrollment dropped at public and private schools

milwaukee journal sentinel

School enrollment falls across the Washington region

The Washington Post

Enrollment in California public schools declined by over 160,000 students amid the pandemic, new data show

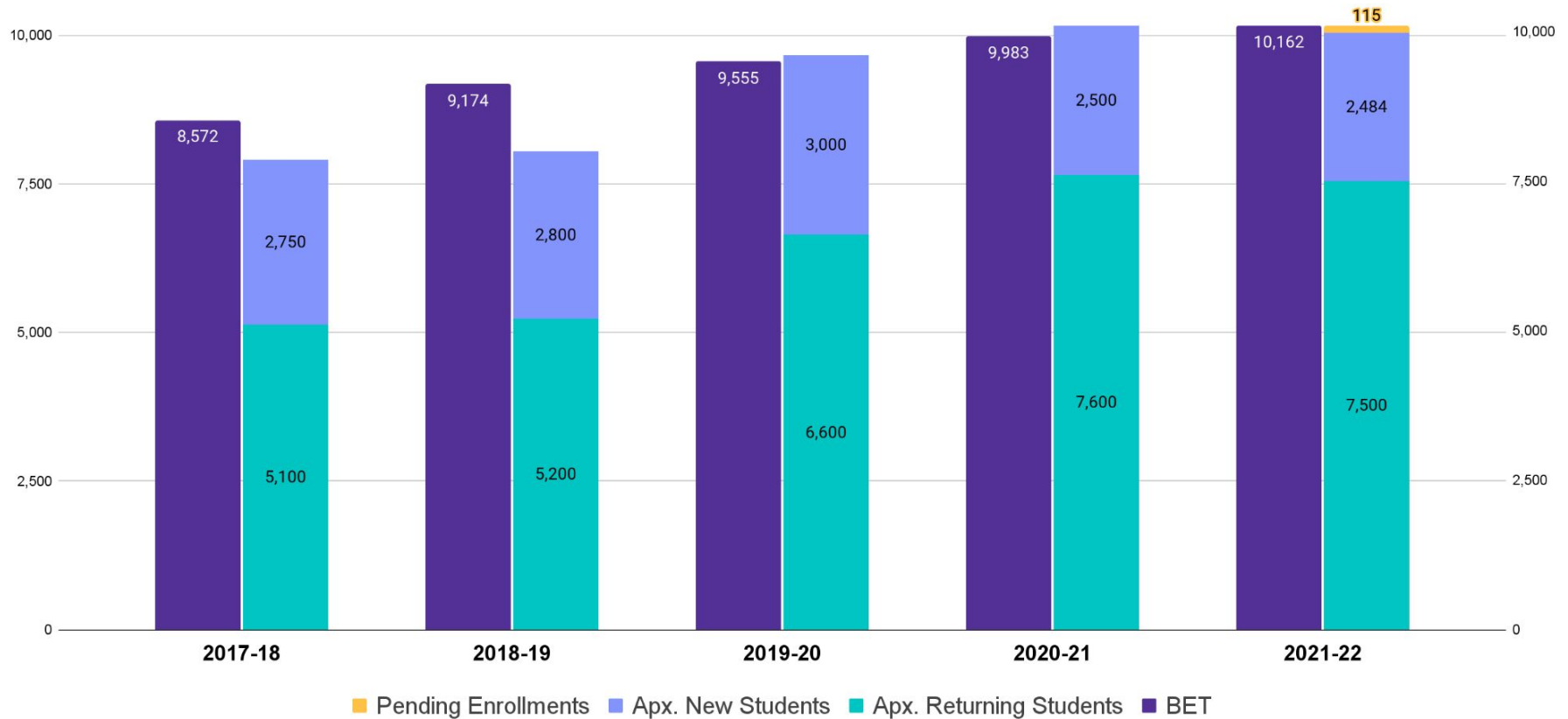
INSIDER



Nevertheless, Rocketship will serve more students than ever before this year.

Rocketship Enrollment, 2017-18 to Present

**Note: BET in enrollment model here does not include AppleTree enrollment in DC as shown in Finance view*



Still, we have work to do. As we launch the school year, we're continuing to engage and enroll new families:

| Region | PowerSchool Actual + Pending Enrollments | BET | Distance to BET | % to BET |
|----------------------------|--|---------------|-----------------|--------------|
| San Jose | 5,191 | 5,490 | -299 | 94.6% |
| East Bay & Peninsula | 1,574 | 1,554 | 20 | 101.3% |
| Milwaukee | 755 | 784 | -29 | 96.3% |
| Nashville | 1,066 | 1,091 | -25 | 97.7% |
| DC | 1,284 | 1,243 | 41 | 103.3% |
| Rocketship National | 9,870 | 10,162 | -292 | 97.1% |

Enrollment Data updated on 8/20/21



CA experienced setbacks with more late-summer drops than predicted, but the team has plans in place to continue reaching and engaging families

| School | PowerSchool Actual + Pending Enrollments | BET | % to BET |
|--------|--|-----|----------|
| RMS | 477 | 514 | 92.8% |
| RSSP | 347 | 362 | 95.9% |
| RLS | 408 | 472 | 86.4% |
| ROMO | 598 | 605 | 98.8% |
| RDP | 476 | 537 | 88.6% |
| RBM | 558 | 603 | 92.5% |
| RSA | 528 | 515 | 102.5% |
| RSK | 577 | 621 | 92.9% |
| RFZ | 604 | 643 | 93.9% |
| RRS | 618 | 618 | 100.0% |
| RRWC | 306 | 325 | 94.2% |
| RFA | 664 | 657 | 101.1% |
| RDL | 604 | 572 | 105.6% |

Enrollment Data updated on 8/20/21

Takeaways:

- New families are actively enrolling. Over the summer, we've brought in:
 - 450 Warm Family Leads
 - 366 Fully Enrolled students
- Kinder continues to have the largest recruitment needs; as many G5 students opt to enroll in middle school, upper grades not nearly as over-enrolled.
- Highest recruitment priorities are RLS, RDP, and RBM.



Milwaukee is nearing BET at both schools, averaging ~10 new enrollments per school, per week

| School | PowerSchool Actual + Pending Enrollments | BET | Distance to BET | % to BET |
|--------|--|-----|-----------------|----------|
| RSCP | 487 | 507 | -20 | 96.1% |
| RTP | 268 | 277 | -9 | 96.8% |

Enrollment Data updated on 8/20/21

Takeaways & Next Steps:

- **Momentum is on our side!** Currently, Milwaukee is enrolling ~10 new students per campus, per week.
- **Backfilling through third Friday of September:** Continued canvassing, led by Principals & continued enrolling, led by OM's.



Nashville is focusing on each campus' unique enrollment needs; RUA is above BET and RNNE focuses on conversions rates

| School | PowerSchool Actual + Pending Enrollments | BET | Distance to BET | % to BET |
|--------|--|-----|-----------------|----------|
| RNNE | 491 | 523 | -32 | 93.9% |
| RUA | 575 | 568 | 7 | 101.2% |

Enrollment Data updated on 8/20/21

Takeaways & Next Steps:

- Partnering with campuses to elevate current families experiences and engagement that live in targeted recruitment areas.
- Initiating follow up calls for families after apply to help influence high conversion rates
- Proactively focus on retention starting with FDOS No shows through 10 Day No Show
- Collaborate with campuses leadership to ensure we are prioritizing new families experiences



DC is on track to exceed BET and we're focused on recruiting RISE Kinder and RIC G3

| School | PowerSchool Actual + Pending Enrollments | BET | Distance to BET | % to BET |
|--------|--|-----|-----------------|----------|
| RISE | 567 | 547 | 20 | 103.7% |
| RLP | 547 | 521 | 26 | 105.0% |
| RIC | 170 | 175 | -5 | 97.1% |

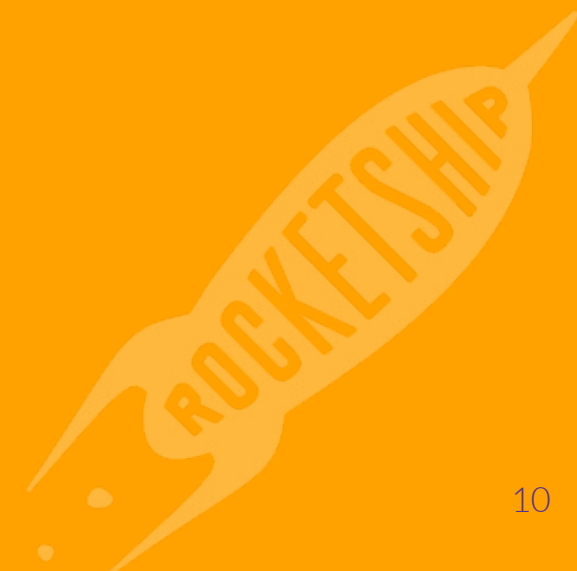
Enrollment Data updated on 8/20/21

Takeaways & Next Steps:

- A highly effective team of 5 recruiters had success with lead generation; still growth areas around lead follow-up
- Outside of Kinder, we had 2 new target grades this year, G1 for Rise and G3 for RIC.
- Strategic outreach to youth sports programs is key as these programs are separated by age group and allows us to find 6 and 8 yr olds specifically.



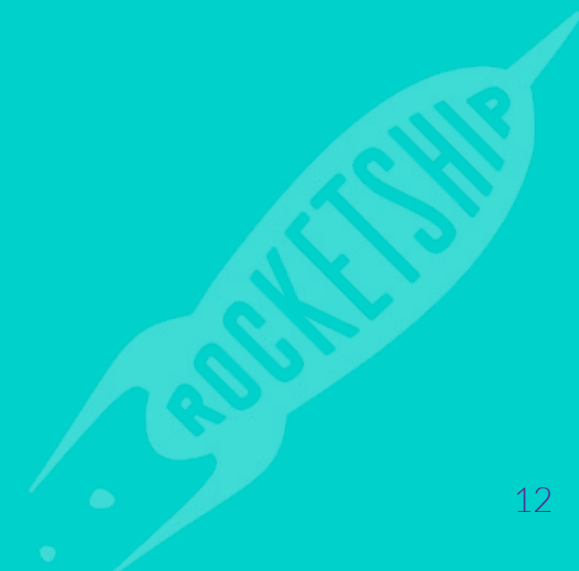
Budget update



Budget Discussion Overview

- FY20-21 End of Year Financial Review
- FY21-22 Annual Plan and Budget Review
 - Regional FY22 Plans
 - Sustainability and NeST
- Business Updates

FY20-21 End of Year Financial Review



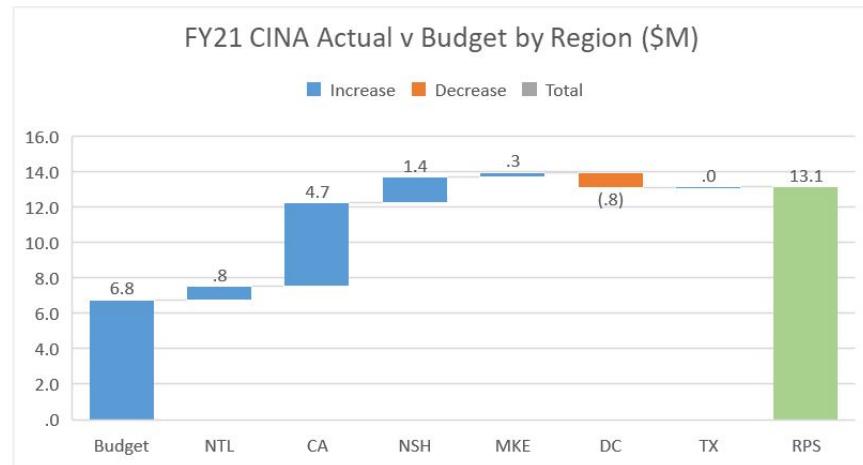
FY2020-21 Year End Financial Snapshot

| FY21 FY | | | |
|-----------------------------|----------------|----------------|-----------------|
| | Actual RPS | Budget RPS | Variance |
| Federal Income | 19,190 | 26,046 | (6,855) |
| State Revenue Sources | 133,407 | 130,359 | 3,048 |
| Other Local Revenues | 649 | 1,058 | (410) |
| Internal Transfers and Fees | - | - | - |
| Grants and Fundraising | 5,742 | 7,035 | (1,292) |
| Total Revenues | 158,989 | 164,497 | (5,509) |
| Compensation | 85,659 | 88,399 | (2,740) |
| Non Compensation | 39,663 | 50,227 | (10,564) |
| Rent | 20,465 | 19,108 | 1,357 |
| Network Service Fees | - | - | - |
| Expense | 145,787 | 157,734 | (11,947) |
| CINA | 13,202 | 6,763 | 6,438 |
| Cash | 42,198 | 30,092 | 12,105 |

- Each region realized a CINA better than budget with the exception of DC and TX.
- DC negative variance is due to non-cash lease expense.

Variance

- Positive variance in CINA is primarily driven by savings associated with remote instruction
- Positive variance in cash is primarily driven by CINA, deferred revenue and the SJUSD settlement.



Note: Consolidated financial statements now eliminate intercompany transactions reducing revenues and expenses with no impact to CINA.

FY21 Budget to Actuals: All RPS

| | FY21 Actuals | | | | | | | | | |
|-----------------------------------|----------------|----------------|---------------|----------------|--------------|---------------|-----------------|----------------|----------------|----------------|
| (\$000) | CA | MKE | NSH | DC | TX | NTL | Elim | RPS | FY21 B | Variance |
| Federal Income | 12,396 | 1,434 | 1,247 | 3,953 | 0 | 160 | | 19,190 | 26,046 | (6,855) |
| State Revenue Sources | 83,297 | 6,361 | 12,947 | 30,802 | 0 | 0 | | 133,407 | 130,359 | 3,048 |
| Other Local Revenues | 107 | 31 | 127 | 205 | 0 | 178 | | 649 | 1,058 | (410) |
| Int Transfers/Network Support Fee | 5,017 | 457 | 708 | 1,332 | 835 | 14,978 | (23,327) | - | - | - |
| Grants and Fundraising | 433 | 379 | 191 | 814 | 1 | 3,925 | | 5,742 | 7,035 | (1,292) |
| Revenues | 117,108 | 10,672 | 17,302 | 43,115 | 1,648 | 20,762 | (23,327) | 158,989 | 164,497 | (5,509) |
| Compensation | 49,232 | 4,553 | 7,067 | 12,678 | 521 | 11,608 | | 85,659 | 88,399 | 2,740 |
| Non Compensation | 17,649 | 2,167 | 3,186 | 12,821 | 312 | 5,738 | (2,210) | 39,663 | 50,227 | 10,564 |
| Rent | 11,402 | 652 | 1,079 | 7,160 | 1 | 171 | | 20,465 | 19,108 | (1,357) |
| Network Service Fee | 13,927 | 1,071 | 2,124 | 3,995 | 0 | 0 | (21,117) | 0 | 0 | 0 |
| Expense | 92,210 | 8,442 | 13,456 | 36,655 | 835 | 17,516 | (23,327) | 145,787 | 157,734 | 11,947 |
| CINA | 9,040 | 219 | 1,764 | 452 | 2 | 1,724 | - | 13,202 | 6,763 | 6,438 |
| Budgeted CINA | 4,281 | (33) | 328 | 1,263 | 2 | 923 | | 6,763 | | |
| Variance | 4,759 | 253 | 1,437 | (812) | () | 801 | | 6,438 | | |
| Cash Balance | 27,564 | 724 | 2,695 | 5,150 | 113 | 5,951 | - | 42,198 | 30,092 | 12,105 |
| Net Assets | 41,724 | (3,011) | 786 | (3,106) | (1) | 10,018 | - | 46,411 | 39,972 | 6,438 |

Balance Sheet: Strong Increase in Cash and Net Assets

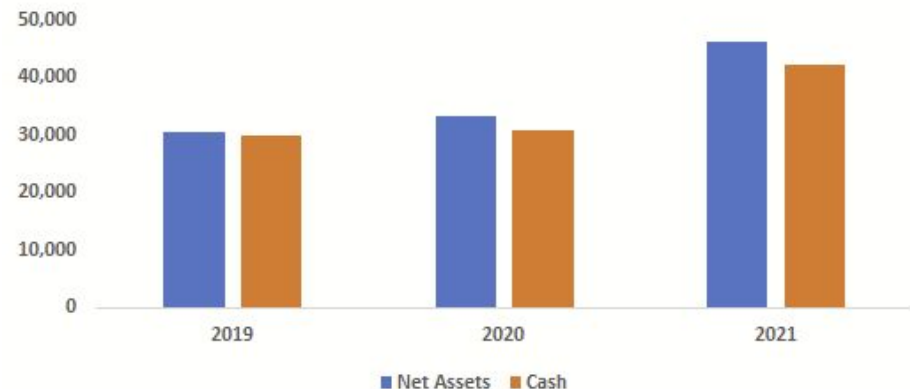
- FY21 ended the year with
 - \$79M total assets
 - \$32M total liabilities
 - \$46M net assets
 - \$42M cash
- FY21 shows significant increase in cash and net assets
- FY21 days cash on hand (DCOH) has increased to 106 meeting industry best practice

| Balance Sheet RPS | 6/30/2019 | 6/30/2020 | 6/30/2021 |
|---|---------------|---------------|---------------|
| (000s) | RPS | RPS | RPS |
| Cash and cash equivalents | 30,060 | 30,806 | 42,198 |
| Accounts Receivable | 12,585 | 19,026 | 25,611 |
| Prepaid | 2,967 | 3,558 | 5,892 |
| Security Deposits | 436 | 431 | 450 |
| Property, plant & equipment | 5,009 | 4,777 | 4,466 |
| Total Assets | 51,057 | 58,598 | 78,617 |
| Accounts Payable | 7,779 | 3,794 | 6,049 |
| Accrued Liabilities | 3,461 | 3,755 | 3,647 |
| Deferred Revenue | 912 | 1,582 | 5,046 |
| Deferred Lease Liability | 7,757 | 8,385 | 10,671 |
| Long-Term Loans | 2,525 | 7,873 | 6,793 |
| Total Liabilities | 22,434 | 25,389 | 32,206 |
| Net Assets | 28,624 | 33,209 | 46,411 |
| Total Liabilities and Net Assets | 51,057 | 58,598 | 78,617 |

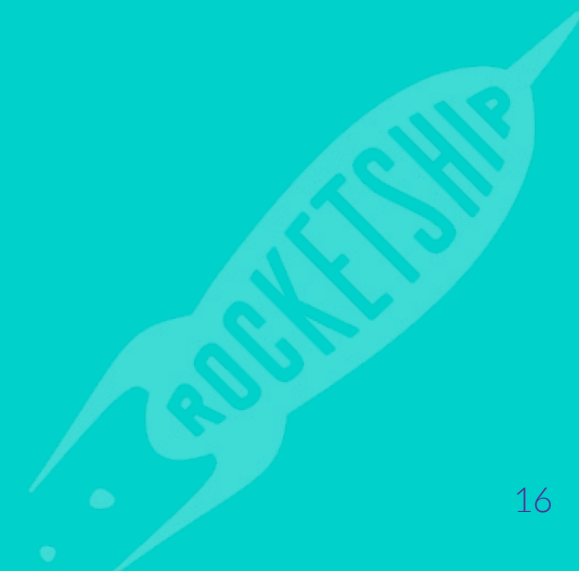
Change in Days Cash on Hand



Total Cash and Net Assets by Year



FY21-22 Annual Plan and Budget Review

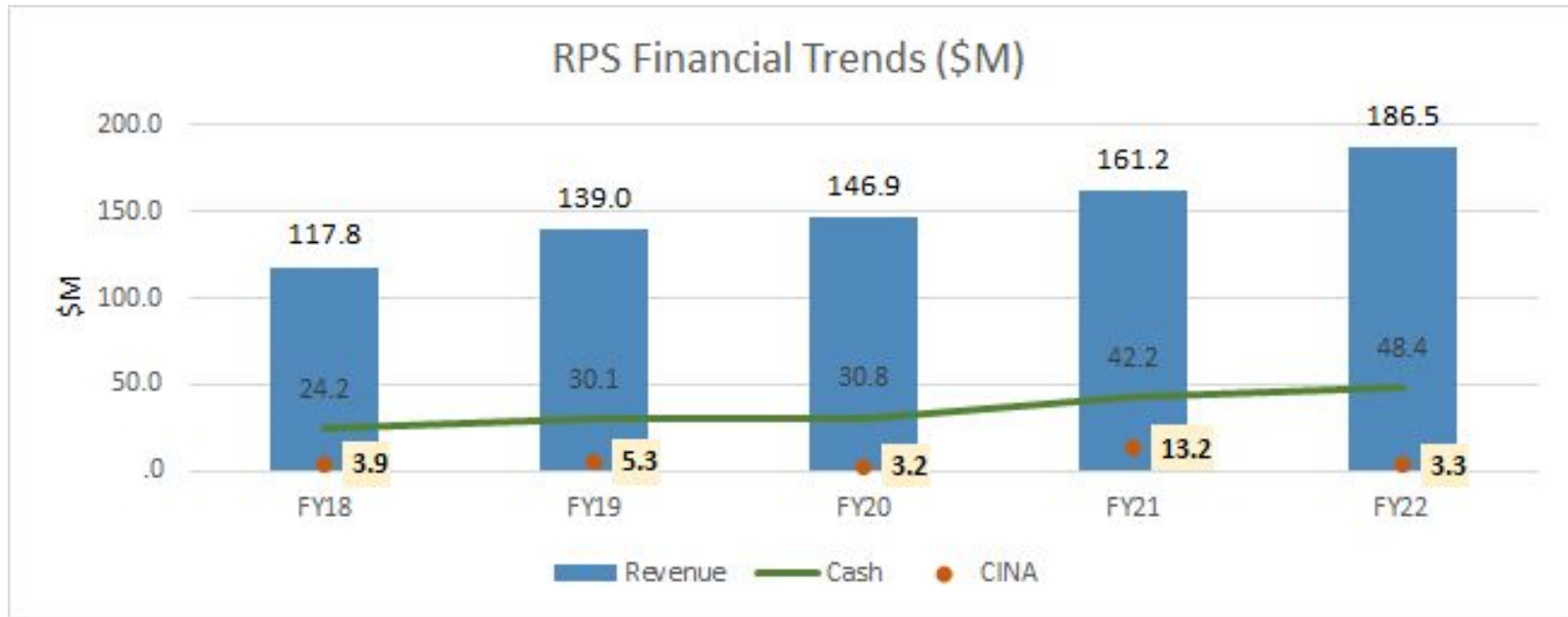


Financial plan responding to changing School and economic environment

| | | May/June | August Update |
|-------------------------------|--|---|---|
| Key Considerations | | | <ul style="list-style-type: none"> • 100% return to in-person learning • Pandemic resurgence would not negatively impact CINA • COVID relief fund compliance requirements |
| Revenue: Per pupil funding | | <ul style="list-style-type: none"> • CA Governor's May revision included 5.07% super COLA • DC Mayor's Budget of 3.6% per pupil increase and added weighting of funds for at-risk students • NSH assumed continuation of FY21 ~\$500 per pupil increase | <ul style="list-style-type: none"> • Per pupil revenues have increased significantly in CA and TN from earlier projections. • Additional revenue offsets losses for schools with changes to enrollment assumptions. |
| Revenue: Enrollment | | <ul style="list-style-type: none"> • Positive intent to return response improving CA projections • DC, MKE, NSH targets close or at BET - growth at RIC and RTP • Monitoring RNNE lower grade levels • TK/K below BET network wide | <ul style="list-style-type: none"> • We are using conservative estimates. • Enrollment is expected to grow through August and September. • Day 1 enrollment is unpredictable for FY22 as a result of transition to in-person learning. |
| Expense: School Operations | | <ul style="list-style-type: none"> • Comp increases due to COVID funding staffing investments and rate increases • Non-comp expenses return to prior levels | <ul style="list-style-type: none"> • Kept CINA constant for most schools <ul style="list-style-type: none"> ◦ Increased expenses in line with increase in revenue and increase in enrollment ◦ Decreased expenses in line with decrease in enrollment |



FY22 Trends August Update



Trends:

- Cash is projected to increase to \$48.4M in FY22
- Revenues growth is anticipated to be 16% from FY21 to FY22
- 11% of FY22 revenue growth related to one-time funding across network
- Change in CINA:
 - FY22 CINA is in line with CINA for FY18-FY20.
 - FY21 CINA was an exception due in large measure to savings associated with remote learning, loan forgiveness, and stimulus funding.

FY22 August Budget Overview

| | FY22 Budget | | |
|-----------------------------------|----------------|----------------|--------------|
| | Jun | Aug | |
| (\$000) | FY22 B | FY22 B | Change |
| Federal Income | 29,326 | 28,957 | (369) |
| State Revenue Sources | 146,547 | 148,437 | 1,890 |
| Other Local Revenues | 1,516 | 1,471 | (45) |
| Int Transfers/Network Support Fee | | | |
| Grants and Fundraising | 6,320 | 6,320 | |
| Revenues | 183,710 | 185,186 | 1,476 |
| Compensation | 106,668 | 106,049 | (618) |
| Non Compensation | 53,771 | 55,262 | 1,490 |
| Rent | 20,572 | 20,554 | (18) |
| Network Service Fee | - | - | - |
| Expense | 181,011 | 181,865 | 854 |
| CINA | 2,699 | 3,321 | 622 |
| Projected Cash Balance | 41,393 | 48,356 | 6,963 |

FY22 Budget

- Proposed August budget:
 - Revenue \$185.2M
 - Expense \$181.9M
 - CINA \$3.3M
- Changes from the June Budget:
 - Revenues increased by \$1.5M
 - Expenses increased by \$854K
 - CINA increased by \$622K
 - Cash increased by \$7.0M
- Kept CINA constant for most schools from June to August budgets.

FY22 Enrollment Updates

| FY22 Enrollment | | | |
|-----------------|---------------|---------------|---------------------|
| | Jun Budget | Aug Budget | Jun - Aug Change |
| RMS | 502 | 495 | (7) |
| RSSP | 365 | 367 | 2 |
| RLS | 456 | 443 | (13) |
| ROMO | 625 | 625 | - |
| RDP | 525 | 515 | (10) |
| RBM | 590 | 590 | - |
| RSA | 517 | 524 | 7 |
| RSK | 621 | 621 | - |
| RFZ | 620 | 620 | - |
| RRS | 610 | 615 | 5 |
| RRWC | 323 | 319 | (4) |
| RFA | 646 | 660 | 14 |
| RDL | 585 | 620 | 35 |
| CA | 6,986 | 7,015 | 29 |
| RNNE | 470 | 445 | (25) |
| RUA | 562 | 558 | (5) |
| NSH | 1,032 | 1,003 | (29) |
| RSCP | 497 | 497 | - |
| RTP | 272 | 268 | (4) |
| MKE | 769 | 765 | (4) |
| RISE | 707 | 670 | (37) |
| RLP | 681 | 685 | 4 |
| RIC | 255 | 240 | (15) |
| DC | 1,643 | 1,595 | (48) |
| Total | 10,430 | 10,378 | (53) |

- Preliminary enrollment projections as of early August show enrollment increases in six campuses as compared to the June budget.
 - CINA was held constant at most of these schools by increasing expenses
- Preliminary conservative enrollment projections show decreases at nine schools as compared to June.
 - We expect enrollment to continue to grow through August
 - Plans are less predictable than in prior years as a result of distance learning
 - For most of the schools that are falling short, CINA has been maintained through increases in revenue
 - For other schools, CINA was kept constant through decreases in expenses.



FY22 August Budget: RPS Summary by Region

Recommendation
Board approval

| | FY22 Budget | | | | | | | | | | | |
|-----------------------------------|----------------|---------------|---------------|----------------|--------------|---------------|-----------------|----------------|----------------|----------------|----------------|--------------|
| (\$000) | CA | MKE | NSH | DC | TX | NTL | Elim | Aug RPS | Jun FY22 B | FY21 B | FY21 Act | Change |
| Federal Income | 14,641 | 2,610 | 4,320 | 6,705 | 430 | 250 | | 28,957 | 29,326 | 26,046 | 19,190 | (369) |
| State Revenue Sources | 96,369 | 6,921 | 11,825 | 33,324 | 0 | 0 | | 148,437 | 146,547 | 130,359 | 133,407 | 1,890 |
| Other Local Revenues | 193 | 200 | 0 | 1,006 | 0 | 72 | | 1,471 | 1,516 | 1,058 | 649 | (45) |
| Int Transfers/Network Support Fee | 5,905 | 541 | 757 | 1,581 | 18 | 16,620 | (25,421) | 0 | - | - | - | - |
| Grants and Fundraising | 0 | 400 | 400 | 500 | 1,200 | 3,820 | | 6,320 | 6,320 | 7,035 | 5,742 | |
| Revenues | 117,108 | 10,672 | 17,302 | 43,115 | 1,648 | 20,762 | (25,421) | 185,186 | 183,710 | 164,497 | 158,989 | 1,476 |
| Compensation | 60,722 | 6,069 | 8,561 | 16,115 | 1,115 | 13,466 | | 106,049 | 106,668 | 88,399 | 85,659 | (618) |
| Non Compensation | 26,111 | 2,906 | 4,617 | 15,584 | 325 | 7,150 | (1,432) | 55,262 | 53,771 | 50,227 | 39,663 | 1,490 |
| Rent | 11,340 | 592 | 1,079 | 7,348 | 18 | 177 | | 20,554 | 20,572 | 19,108 | 20,465 | (18) |
| Network Service Fee | 15,601 | 1,322 | 2,270 | 4,743 | 53 | 0 | (23,989) | 0 | 0 | 0 | 0 | |
| Expense | 113,774 | 10,890 | 16,528 | 43,790 | 1,511 | 20,793 | (25,421) | 181,865 | 181,011 | 157,734 | 145,787 | 854 |
| CINA | 3,334 | (218) | 774 | (675) * | 136 | (30) | | 3,321 | 2,699 | 6,763 | 13,202 | 622 |
| | | | | | | (30) | | | | | | |
| Projected Cash Balance | 32,404 | 498 | 2,693 | 6,130 | 188 | 6,443 | - | 48,356 | 41,393 | 30,092 | 42,198 | 6,963 |
| Projected Net Assets | 45,058 | (3,229) | 1,560 | (3,781) | 135 | 9,988 | - | 49,731 | 45,588 | 39,972 | 46,411 | 4,143 |

*DC CINA is positive \$872K when adjusted for \$1.6M non-cash lease expense

Cash and Liquidity Projection/Balance Sheet

| Budgeted Balance Sheet - 6/30/22 | | | | | | | | | 6/31/21 |
|---|---------------|---------------|----------------|--------------|----------------|------------|-----------------|---------------|---------------|
| (000s) | National | CA | MKE | NSH | DC | TX | Elim | RPS | RPS |
| Cash and cash equivalents | 6,231 | 32,679 | 498 | 2,693 | 6,130 | 188 | | 48,420 | 42,198 |
| Accounts Receivable | 1,184 | 13,012 | 996 | 688 | 568 | 49 | (1,554) | 14,944 | 25,611 |
| Prepaid | 2,147 | 3,178 | 97 | 182 | 288 | 0 | | 5,892 | 5,892 |
| Security Deposits | 5 | 444 | 0 | 0 | 0 | 0 | | 450 | 450 |
| Property, plant & equipment | 69 | 4,276 | 25 | 73 | 24 | 0 | | 4,466 | 4,466 |
| Note receivable | 6,330 | 957 | 865 | 23 | 1,526 | 0 | (9,701) | 0 | 0 |
| Total Assets | 15,967 | 54,546 | 2,481 | 3,659 | 8,536 | 237 | (11,254) | 74,172 | 78,617 |
| Accounts Payable | 1,428 | 2,744 | 210 | 225 | 836 | 59 | | 5,502 | 6,049 |
| Accrued Liabilities | 1,620 | 638 | 68 | 107 | 234 | 43 | | 2,710 | 3,647 |
| Deferred Lease Liability | 0 | 3,680 | 109 | 8 | 8,154 | 0 | | 11,951 | 10,671 |
| Deferred network svc fee | 0 | 1,619 | 3,171 | 896 | 2,394 | 0 | (8,080) | 0 | 0 |
| Intercompany Loan | 0 | 525 | 1,850 | 150 | 650 | 0 | (3,175) | 0 | 0 |
| Long-Term Loans | 2,941 | 281 | 302 | 714 | 0 | 0 | | 4,238 | 6,793 |
| Total Liabilities | 5,990 | 9,488 | 5,710 | 2,099 | 12,267 | 102 | (11,255) | 24,401 | 32,206 |
| Net Assets | 9,988 | 45,058 | (3,229) | 1,560 | (3,781) | 135 | 0 | 49,771 | 46,411 |
| Total Liabilities and Net Assets | 15,978 | 54,546 | 2,481 | 3,659 | 8,487 | 237 | (11,254) | 74,172 | 78,617 |

Intercompany Loans and Grants

- Four schools will require grants from National in FY22 totaling \$500K
- Grants from National have decreased from \$2.6M in FY20 to \$500K in FY22

| Grants From National | | | | |
|----------------------|--------------|--------------|--------------|-------------|
| | FY20 | Budget FY21 | Actual FY21 | Budget FY22 |
| RDP | | 100 | 200 | 100 |
| RRWC | 350 | 350 | 175 | 200 |
| RFA | | 50 | | |
| RDL | 1,052 | 750 | | 100 |
| RSCP | | | 100 | 100 |
| RTP | 200 | 200 | | |
| RNNE | 357 | | | |
| RUA | 228 | | | |
| NSH3 | 28 | | | |
| DC3 | 100 | | | |
| TX Region | 310 | 1,350 | 835 | |
| Total | 2,625 | 2,800 | 1,310 | 500 |

** RSP, \$175K Interdistrict FY22

| Deferral/ Interco Loans | FY20 YE | FY21 YE | FY22 |
|----------------------------|---------------|---------------|---------------|
| CA | 5,450 | 3,879 | 1,869 |
| MKE | 4,213 | 4,321 | 4,771 |
| NSH | 1,177 | 1,246 | 1,046 |
| DC | 2,648 | 2,394 | 2,394 |
| Total | 13,488 | 11,839 | 10,080 |

- Deferrals and intercompany loans have decreased YoY from \$13.5M in FY20 to \$10.1M in FY22
- Decrease in deferrals and intercompany loans has been most significant in CA.
- MKE is the only region anticipated to increase their deferrals and intercompany loans in FY22.

COVID Relief Funds

| | COVID/One Time Revenue | | | | |
|--------------|------------------------|---------------|---------------|---------------|---------------|
| (\$000s) | FY21 | FY22 | FY23 | FY24 | TOTAL |
| CA | 8,199 | 13,168 | 11,887 | 6,904 | 40,158 |
| MKE | 150 | 2,151 | 1,800 | 1,307 | 5,409 |
| NSH | 270 | 1,288 | 1,425 | 733 | 3,717 |
| DC | 731 | 3,597 | 3,672 | 3,600 | 11,600 |
| TOTAL | 9,349 | 20,205 | 18,784 | 12,544 | 60,883 |

- Federal and state COVID Relief funding totaling \$61M has been committed across all regions.
- COVID Relief revenue is recognized when funds are expended.
- The intended use of these funds was to respond to the pandemic and provide distance learning in FY21, shifting to safely reopening and mitigating learning loss for the most highly impacted students in FY22-FY24. Examples of how we will use the one-time funds include:
 - Support **student academic needs**: Additional teachers, AP, academic interventionists, paras, supplement after-school programming and summer school, replenish classroom libraries
 - Support **student emotional needs**: Additional social workers, psychologist, ED programming (RISE)
 - **Wellness** support: family wellness programming, staff wellness partnerships
 - Support **safe return to campus**: PPE, staff and student testing
 - Provide **education technology**: Wifi upgrade, chromebooks
- We have budgeted \$20M in COVID Relief spending for FY22 with decreasing amounts for each of the next two years.

Development plan for FY22 extends across regions

| | National | CA | MKE | NSH | DC | TX* | Total |
|----------------------------|----------|-------|-----|-----|-------|-------|-------|
| (000s) | | | | | | | |
| FY22 Budgeted Philanthropy | 3,700 | | 400 | 400 | 500 | 1,200 | 6,200 |
| FY21 Actual Philanthropy | 3,743 | 433 | 379 | 191 | 814 | 1 | 5,561 |
| Change FY22 vs FY21 | (43) | (433) | 21 | 209 | (314) | 1,199 | 639 |

YTD Cash-In/Committed: ~\$4M

- NTL: \$2.4M
- MKE: \$35K
- NSH: \$130K
- DC: \$400K
- TX: FWEP Terms and Payment Schedule in Progress (anticipating ~\$1M+)

Highly Likely Renewal Potential: \$800K

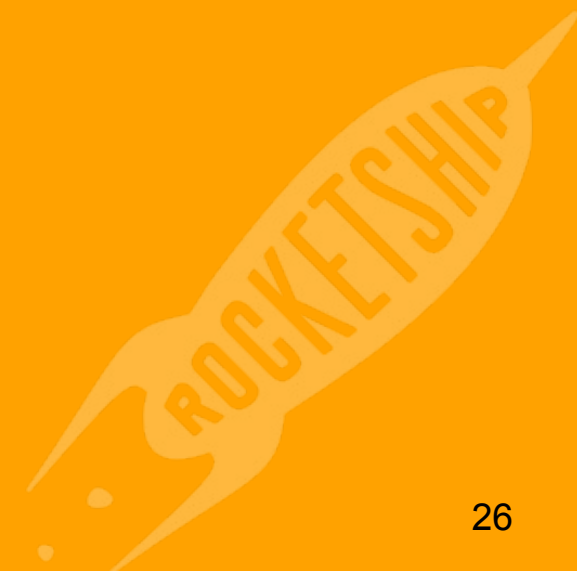
- NTL: \$400K
- MKE: \$250K
- NSH: \$30-40K
- DC \$100K

Current Gap to Goal ~\$2.2M

All regions, including National have FY22 Strategy Plans in place mapping the tactics and quarterly benchmarks needed to raise the remaining \$2.2M.

With \$800K in renewals likely to close, there is **\$1.4M in new money** needed to reach \$6.2M network wide goal.

Regional Detail Updates



CA Schools - FY22 Budget Review

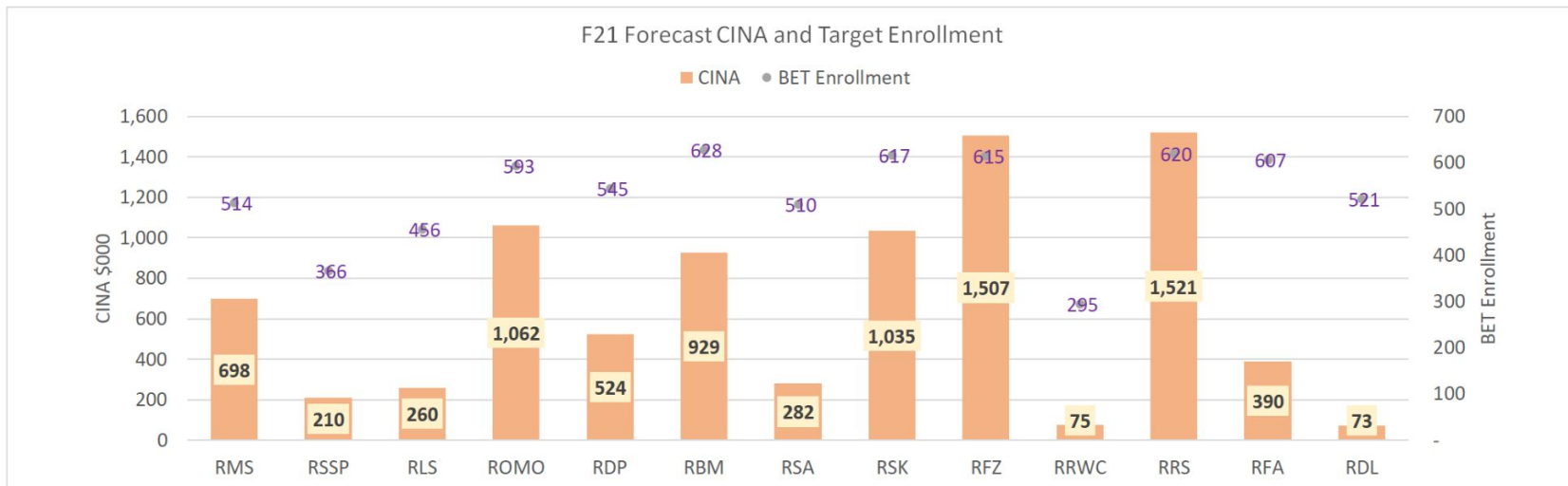
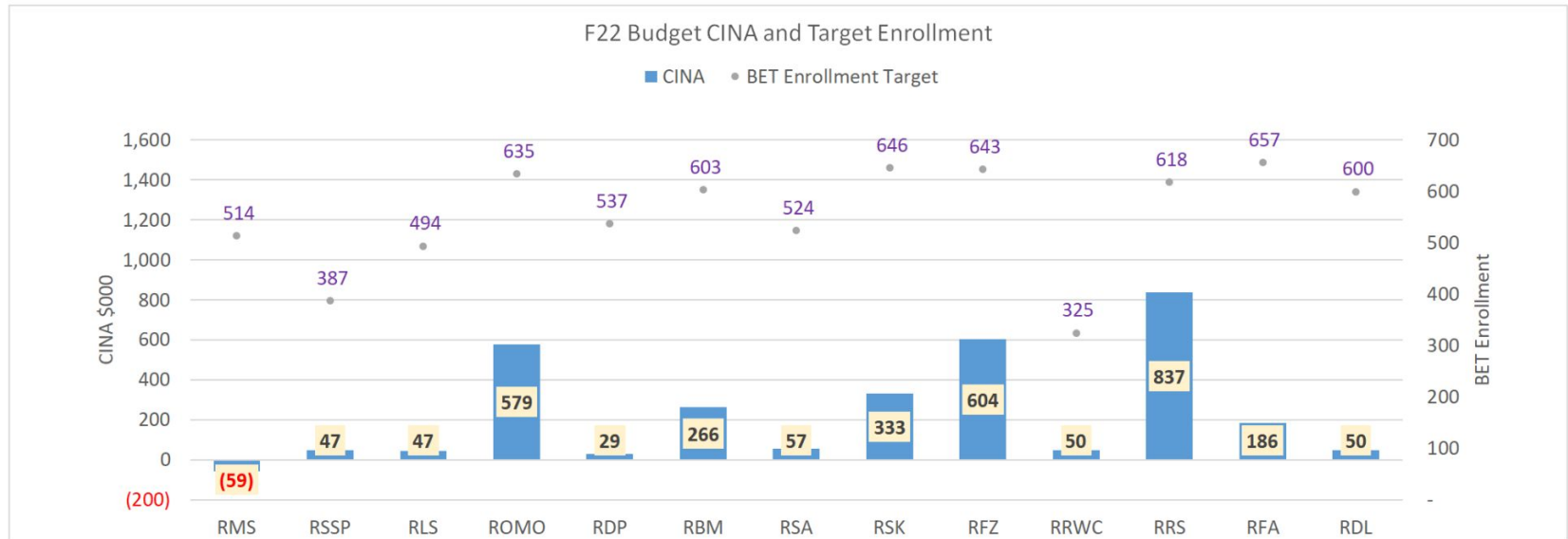
- Region wide school revenue projection of \$112M includes \$5.8M of Federal and \$7.3 M of State COVID-relief funds to support strong and safe in-person reopening
 - Includes \$3M awarded for 2 year CA Community Schools Partnership Program; will fund CareCorp program, tutors, and Mental Health Provider interns at 7 campuses
- State aid reflects increased per pupil funding for at-risk students
- \$10M comp increase due to added staffing to support return to campus and mitigate learning loss and increase in the CA minimum wage.
- 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, 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 2021-22 Proposed Budget

| CA | FY2022 | FY2022 | FY2022 | FY2022 | FY2021 | |
|-----------------------------------|----------------|--------------|----------------|----------------|----------------|----------------|
| | Schools Budget | NeST Budget | Aug Budget | June Budget | Region | |
| (\$000) | | | | | Actual | Budget |
| Federal Income | 14,641 | 0 | 14,641 | 15,177 | 12,396 | 17,061 |
| State Revenue Sources | 96,369 | 0 | 96,369 | 93,337 | 83,297 | 80,371 |
| Other Local Revenues | 193 | 0 | 193 | 237 | 107 | 204 |
| Int Transfers/Network Support Fee | 575 | 5,330 | 5,905 | 5,772 | 5,017 | 5,875 |
| Grants and Fundraising | 0 | 0 | 0 | 0 | 433 | 650 |
| Revenues | 111,778 | 5,330 | 117,108 | 114,522 | 101,250 | 104,161 |
| Compensation | 57,462 | 3,260 | 60,722 | 60,608 | 49,232 | 49,206 |
| Non Compensation | 24,634 | 1,477 | 26,111 | 24,226 | 17,649 | 25,797 |
| Rent | 11,056 | 284 | 11,340 | 11,339 | 11,402 | 11,281 |
| Network Service Fee | 15,601 | 0 | 15,601 | 15,223 | 13,927 | 13,595 |
| Expense | 108,753 | 5,021 | 113,774 | 111,396 | 92,210 | 99,880 |
| CINA | 3,025 | 309 | 3,334 | 3,126 | 9,040 | 4,281 |

CA Schools: CINA and Enrollment

CA REGION



August Update: CA School Budget Detail

CA REGION

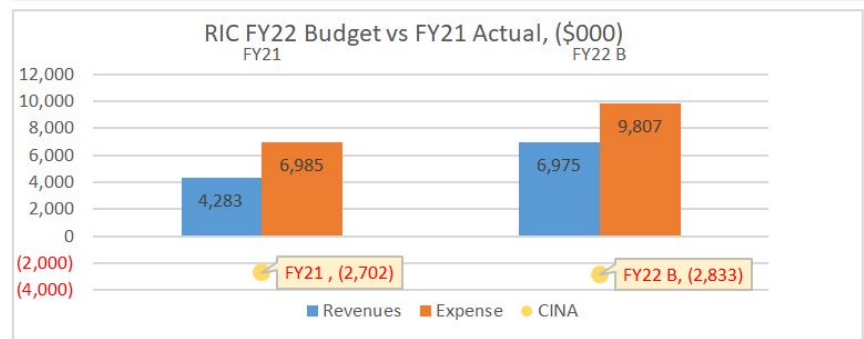
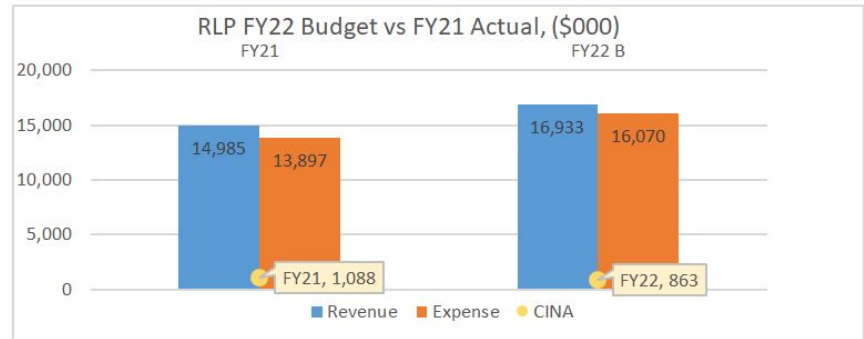
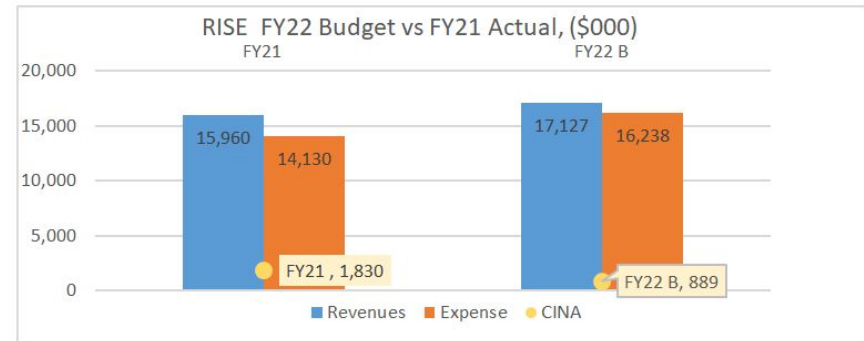
| FY22 | RMS | RSSP | RLS | ROMO | RDP | RBM | RSA |
|------------------------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|
| Federal Income | 1,210 | 950 | 1,018 | 1,296 | 1,340 | 1,025 | 1,174 |
| State Revenue Sources | 6,711 | 5,504 | 6,725 | 8,832 | 6,592 | 8,852 | 7,013 |
| Internal + Grants | 0 | 175 | 0 | 0 | 100 | 0 | 0 |
| Revenue | 7,921 | 6,630 | 7,743 | 10,128 | 8,032 | 9,877 | 8,186 |
| Compensation | 4,327 | 3,268 | 4,243 | 4,968 | 4,494 | 4,909 | 4,470 |
| Non-Compensation | 1,671 | 1,374 | 1,488 | 2,179 | 1,672 | 2,206 | 1,798 |
| Mgmt Fee | 1,113 | 908 | 1,093 | 1,426 | 1,094 | 1,392 | 1,146 |
| Rent | 868 | 1,032 | 872 | 977 | 744 | 1,104 | 716 |
| Expense | 7,980 | 6,582 | 7,697 | 9,550 | 8,004 | 9,611 | 8,129 |
| CINA | (59) | 47 | 47 | 579 | 29 | 266 | 57 |
| BET Enrollment Target | 514 | 387 | 494 | 635 | 537 | 603 | 524 |

| FY22 | RSK | RFZ | RRWC | RRS | RFA | RDL | TOTAL CA |
|------------------------------|--------------|---------------|--------------|--------------|--------------|--------------|----------------|
| Federal Income | 1,161 | 1,187 | 526 | 1,103 | 1,396 | 1,254 | 14,641 |
| State Revenue Sources | 8,332 | 9,263 | 4,214 | 8,699 | 7,500 | 8,325 | 96,562 |
| Internal + Grants | 0 | 0 | 200 | 0 | 0 | 100 | 575 |
| Revenue | 9,493 | 10,450 | 4,940 | 9,802 | 8,896 | 9,679 | 111,778 |
| Compensation | 4,759 | 4,571 | 2,940 | 4,507 | 5,113 | 4,893 | 57,462 |
| Non-Compensation | 2,176 | 2,348 | 1,282 | 2,215 | 1,977 | 2,247 | 24,634 |
| Mgmt Fee | 1,347 | 1,475 | 643 | 1,379 | 1,240 | 1,346 | 15,601 |
| Rent | 878 | 1,452 | 25 | 865 | 380 | 1,143 | 11,056 |
| Expense | 9,160 | 9,846 | 4,890 | 8,965 | 8,710 | 9,629 | 108,753 |
| CINA | 333 | 604 | 50 | 837 | 186 | 50 | 3,025 |
| BET Enrollment Target | 646 | 643 | 325 | 618 | 657 | 600 | 7,183 |



DC plan includes revenue growth of \$6M, driven primarily by one-time funding and reopening

- Revenue increase at both RISE and RLP reflect return to in classroom instruction and one-time funding supports; revenue growth of \$1.1M for RISE and \$1.9M for RLP
- RISE and RLP CINA reduction year over year reflects FY21 inclusion of one time non-cash PPP forgiveness
- RIC adding ~80 students, growth and one time funding increasing revenue by \$2.7M
- RIC's negative CINA position is caused, in large measure, by a \$1.3M non-cash lease expense

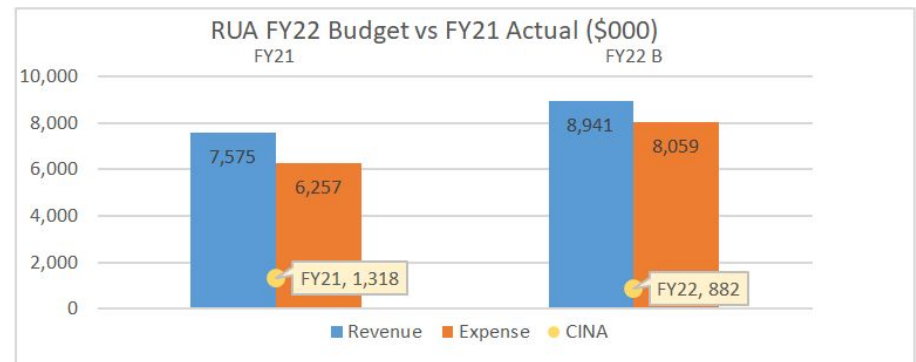
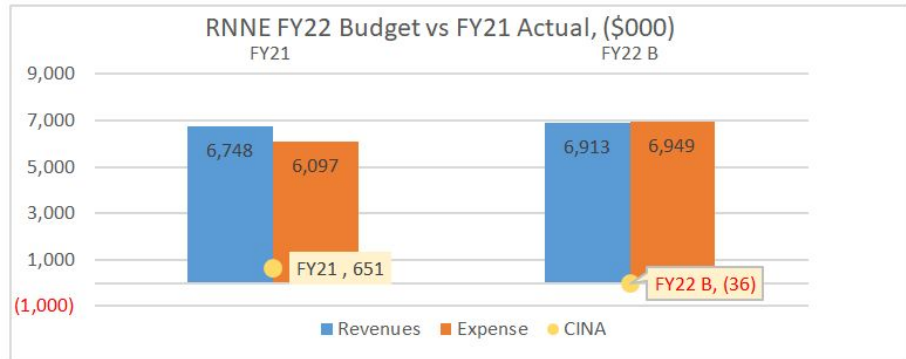


DC 2021-22 Proposed Budget

| DC | FY2022 | FY2022 | FY2022 | FY2022 | FY2021 | |
|-----------------------------------|----------------|--------------|---------------|---------------|---------------|---------------|
| | Schools Budget | NeST Budget | Aug Budget | Jun Budget | Region | |
| (\$000) | | | | | Actual | Budget |
| Federal Income | 6,705 | 0 | 6,705 | 6,776 | 3,953 | 4,786 |
| State Revenue Sources | 33,324 | 0 | 33,324 | 34,273 | 30,802 | 32,344 |
| Other Local Revenues | 1,006 | 0 | 1,006 | 1,006 | 205 | 781 |
| Int Transfers/Network Support Fee | 0 | 1,581 | 1,581 | 1,589 | 1,332 | 1,568 |
| Grants and Fundraising | 500 | 0 | 500 | 500 | 814 | 500 |
| Revenues | 41,535 | 1,581 | 43,115 | 44,144 | 37,107 | 39,979 |
| Compensation | 14,870 | 1,246 | 16,115 | 16,291 | 12,678 | 14,042 |
| Non Compensation | 15,155 | 429 | 15,584 | 16,386 | 12,821 | 14,002 |
| Rent | 7,348 | 0 | 7,348 | 7,367 | 7,160 | 5,966 |
| Network Service Fee | 4,743 | 0 | 4,743 | 4,766 | 3,995 | 4,705 |
| Expense | 42,116 | 1,675 | 43,790 | 44,811 | 36,655 | 38,715 |
| CINA | (581) | (94) | (675) | (667) | 452 | 1,263 |
| <i>Lease Adjusted CINA</i> | 1,023 | (94) | 930 | 809 | 2,758 | 3,570 |

Nashville: FY22 expense management will be important

- Revenue increase at both RNNE and RUA reflecting return to classroom instruction, increased per pupil funding and one-time funding supports; growth of \$0.2M at RNNE and \$1.4M at RUA
- Enrollment projections are lower at RNNE and expenses have been cut accordingly.
- Expense increase also reflects full return to campus and additional student supports
- CINA reductions due to enrollment projections and comp increases

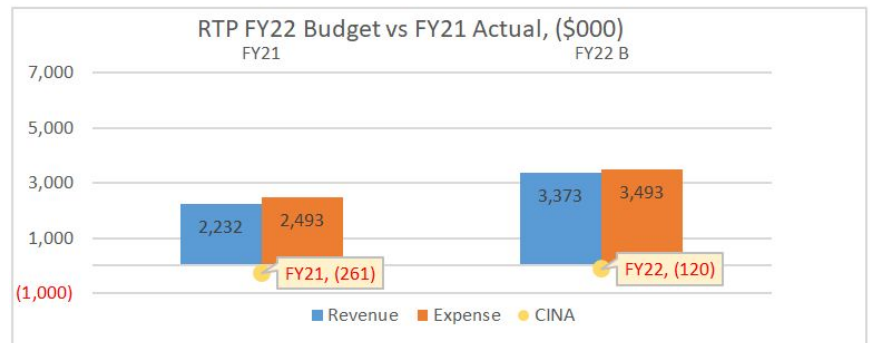
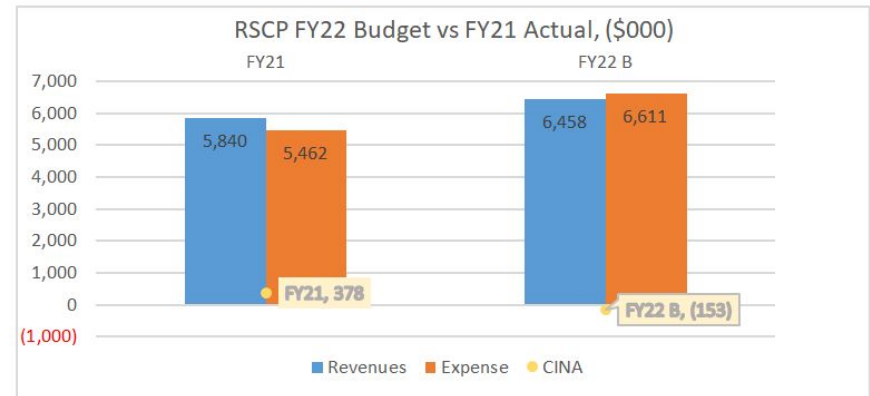


Nashville 2021-22 Proposed Budget

| NSH | FY2022 | FY2022 | FY2022 | FY2022 | FY2021 |
|-------------------------------|----------------|--------------|---------------|------------------|----------------------|
| | Schools Budget | NeST Budget | Aug Budget | Jun Board Budget | Region Actual Budget |
| (\$000) | | | | | |
| Federal Income | 4,249 | 71 | 4,320 | 4,137 | 1,247 1,634 |
| State Revenue Sources | 11,825 | 0 | 11,825 | 11,906 | 12,947 11,481 |
| Other Local Revenues | 0 | 0 | 0 | 2 | 127 2 |
| Int Transfers/Network Support | 0 | 757 | 757 | 750 | 702 619 |
| Grants and Fundraising | 400 | 0 | 400 | 400 | 191 250 |
| Revenues | 16,474 | 827 | 17,302 | 17,195 | 15,214 13,986 |
| Compensation | 7,445 | 1,117 | 8,561 | 8,834 | 7,067 6,769 |
| Non Compensation | 4,451 | 166 | 4,618 | 4,239 | 3,186 3,950 |
| Rent | 1,079 | 0 | 1,079 | 1,079 | 1,079 1,081 |
| Network Service Fee | 2,270 | 0 | 2,270 | 2,251 | 2,105 1,858 |
| Expense | 15,245 | 1,283 | 16,528 | 16,404 | 13,437 13,658 |
| CINA | 1,229 | (456) | 773 | 792 | 1,777 328 |

MKE: FY22 plan includes revenue growth

- RTP continues to grow in size with proposed addition of ~ 60 students; RTP revenue growth of \$1.2M
- Revenue increase at both RSCP and RTP reflecting return to in classroom instruction and one-time funding supports; RSCP revenue growth of \$0.6M
- RSCP includes anticipated Cell Tower agreement revenue of \$200K
- RSCP's CINA reduction year over year reflects FY21 inclusion of one time non cash loan forgiveness



Milwaukee 2021-22 Proposed Budget

| MKE | FY2022 | FY2022 | FY2022 | FY2022 | FY2021 |
|-----------------------------------|----------------|--------------|---------------|---------------|----------------------|
| | Schools Budget | NeST Budget | Aug Budget | Jun Budget | Region Actual Budget |
| (\$000) | | | | | |
| Federal Income | 2,610 | 0 | 2,610 | 2,557 | 1,434 |
| State Revenue Sources | 6,921 | 0 | 6,921 | 7,032 | 6,361 |
| Other Local Revenues | 200 | 0 | 200 | 200 | 31 |
| Int Transfers/Network Support Fee | 100 | 441 | 541 | 543 | 457 |
| Grants and Fundraising | 400 | 0 | 400 | 400 | 379 |
| Revenues | 10,231 | 441 | 10,672 | 10,732 | 8,661 |
| Compensation | 5,410 | 659 | 6,069 | 6,113 | 4,553 |
| Non Compensation | 2,779 | 127 | 2,906 | 2,954 | 2,167 |
| Rent | 592 | 0 | 592 | 592 | 652 |
| Network Service Fee | 1,322 | 0 | 1,322 | 1,330 | 1,071 |
| Expense | 10,104 | 786 | 10,890 | 10,988 | 8,442 |
| CINA | 127 | (345) | (218) | (257) | 219 |
| Cash Balance | 1,878 | (1,380) | 498 | 423 | 724 |
| Net Assets | (2,301) | (928) | (3,229) | (3,240) | (3,011) |
| | | | | | (3,264) |

Fort Worth 2021-22 Proposed Budget

| TX | FY2022 | FY2022 | FY2022 | FY2022 |
|----------------------------------|----------------|--------------|--------------|------------------|
| ((\$000)) | Schools Budget | NeST Budget | Aug Budget | Jun Board Budget |
| Federal Income | 350 | 80 | 430 | 430 |
| Int Transfers/Network Support Fe | 0 | 18 | 18 | 18 |
| Grants and Fundraising | 0 | 1,200 | 1,200 | 1,200 |
| Revenues | 350 | 1,298 | 1,648 | 1,648 |
| Compensation | 257 | 858 | 1,115 | 1,355 |
| Non Compensation | 2 | 324 | 325 | 325 |
| Rent | 0 | 18 | 18 | 18 |
| Network Service Fee | 53 | 0 | 53 | 53 |
| Expense | 311 | 1,200 | 1,511 | 1,751 |
| CINA | 39 | 98 | 136 | (104) |

| FY2021 | |
|------------|---------------|
| Actual | Region Budget |
| 0 | 561 |
| 835 | 1,350 |
| 1 | 0 |
| 836 | 1,911 |
| 521 | 1,377 |
| 312 | 517 |
| 1 | 15 |
| 0 | 0 |
| 835 | 1,910 |
| 2 | 2 |

NeST and Sustainability



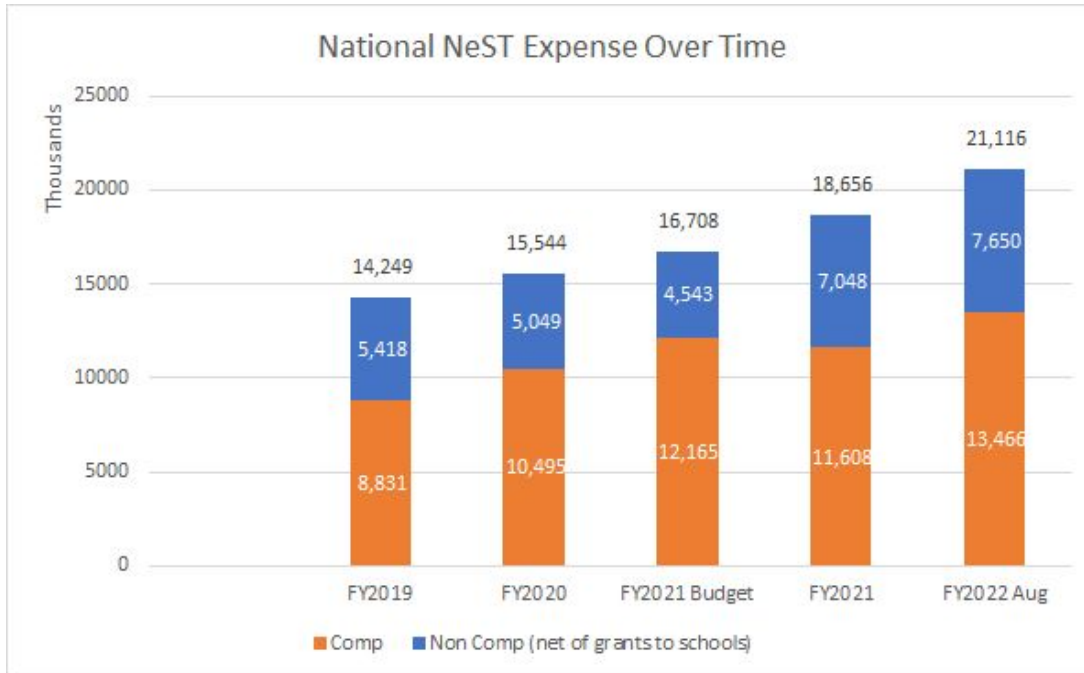
National NeST FY22 Update

Minimal change from the June to August budgets

CINA improved slightly from (190)K to (30)K

| <i>National (000s)</i> | FY2020 | FY21 Actual | Jun FY2022 Budget | Aug FY2022 Budget | Change |
|-------------------------------|---------------|--------------------|------------------------------|------------------------------|---------------|
| Network Support Fees | 12,241 | 14,078 | 15,749 | 15,992 | 244 |
| Grants and Fundraising | 4,388 | 3,925 | 3,820 | 3,820 | 0 |
| Transfers from LDC/SB Nest | 1,350 | 900 | 700 | 700 | 0 |
| Other | 346 | 338 | 250 | 250 | 0 |
| Revenue | 18,325 | 19,241 | 20,519 | 20,762 | 244 |
| Comp | 10,495 | 11,608 | 13,466 | 13,466 | 0 |
| Non Comp | 6,877 | 5,738 | 7,066 | 7,150 | 84 |
| Rent/Other | 169 | 171 | 177 | 177 | 0 |
| Expense | 17,541 | 17,516 | 20,709 | 20,793 | 84 |
| CINA | 784 | 1,724 | (190) | (30) | 160 |
| <i>Contingency</i> | <i>0</i> | <i>0</i> | <i>1,000</i> | <i>1,000</i> | <i>0</i> |
| <i>Grants to Schools</i> | <i>1,711</i> | <i>1,310</i> | <i>500</i> | <i>500</i> | <i>0</i> |

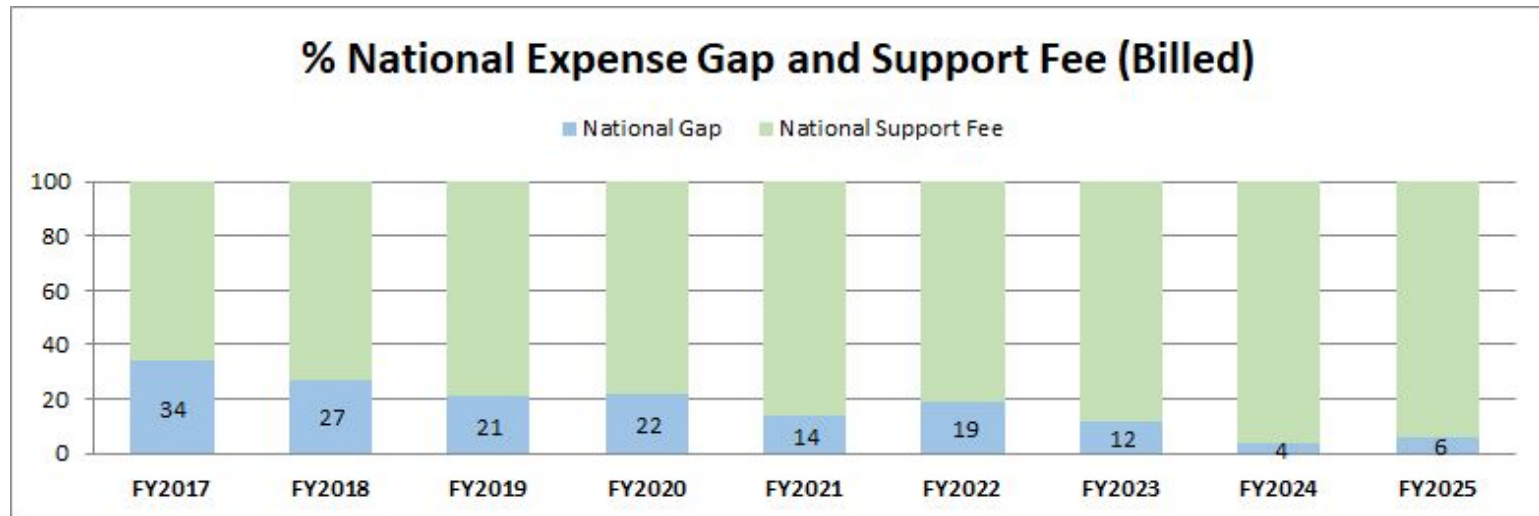
National NeST Expense Year over Year change



- NeST expenses have grown significantly from FY21 to FY22
- There are 16 proposed new National roles.
- Contingency at National of \$1M
- FY22 NeST budget supports strategic initiatives:
 - TX and NSH growth - academic and operational supports
 - DEI initiatives
 - Recruiting, training, and performance management support for NeST

We expect continued improvement; with two schools in TX, National sustainability would be delayed

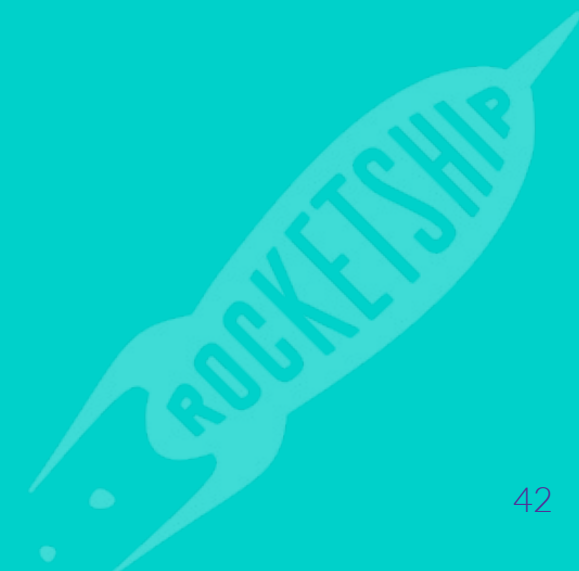
NeST sustainability has been defined by our ability to match National NeST costs to network service fee revenue



| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|----------------------------------|---------|---------|---------|---------|---------|---------|--------|---------|
| Enrollment | 7,166 | 8303 | 9,541 | 10,203 | 10,378 | 11,242 | 12,104 | 12,454 |
| National Revenue (non fundraise) | 10,547 | 11,935 | 13,736 | 15,138 | 16,870 | 17,651 | 18,621 | 17,786 |
| National Op Expense | 14,466 | 15,088 | 17,541 | 17,516 | 20,793 | 19,979 | 19,331 | 18,926 |
| National Network Gap | (3,919) | (3,153) | (3,805) | (2,379) | (3,922) | (2,328) | (709) | (1,139) |
| % gap | 27% | 21% | 22% | 14% | 19% | 12% | 4% | 6% |

- **FY22 includes \$1M of contingency** expense; if unused FY22 19% could reduce to 14%
- Does not incorporate DC4 commencement by FY25; DC growth would offset expense reduction estimates
- TX charter for 2 schools is included
- Fee deferrals are excluded in this measurement, and impact cash basis sustainability

Business Updates



RSTX and RPS Agreements - Recommended Timeline

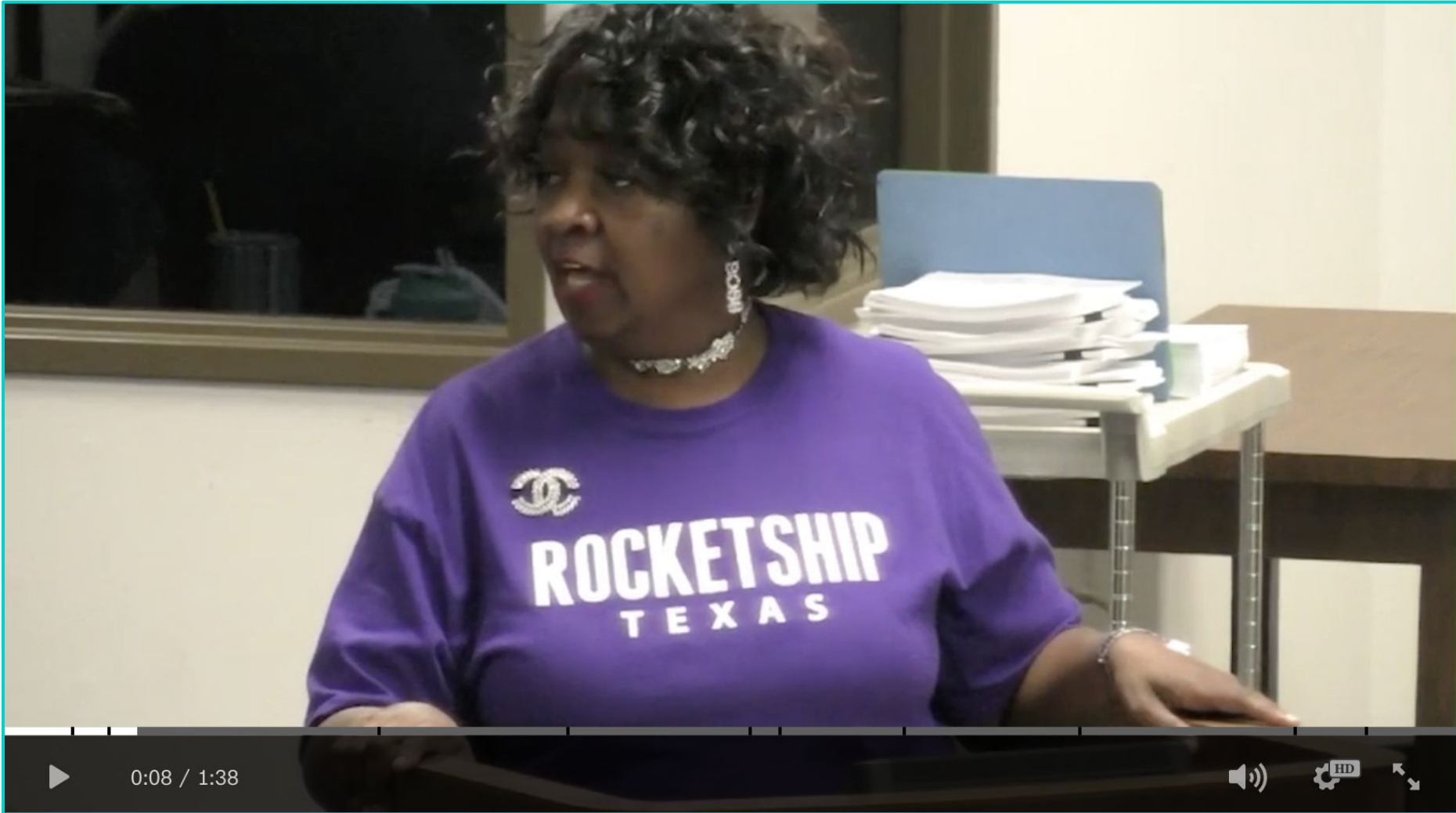
1. **Berry Street Lease - July 30, 2021 (Extended to 8/16)**
 - a. 7.12.2021: Final Term Sheet, Acquisition Documents, and Development Docs circulated **Term Sheet approved (includes typical RPS Guaranty for Years 1 - 3)**
 - b. 7.22.2021: Approval by TX Board contingent upon execution of additional contracts **Lease final action item set for 8/13 by RSTX Board; TX Local Counsel has been finalizing with Turner's counsel**
 - c. 7.30.2021: Executed Lease agreement (RPS TX + Turner Impact Capital) **Final Sigs on 8/16 - 8/17, if approved**
2. **Management agreement - August 26, 2021**
 - a. 7.12-16.2021: Required Contingencies received from TEA (60 Day Period Begins)
 - b. 7.16.2021: First Draft CMO agreement circulated internally
 - c. 7.23.2021: Final Draft CMO agreement circulated internally
 - d. 7.30.2021: Draft CMO agreement provided to TEA for feedback
 - e. 8.19.2021: CMO agreement approved by Executive Committee of Texas board
 - f. 8.26.2021: CMO agreement approved by National board
 - g. 9.10.2021: Contingency Period Deadline
3. **Licensing agreement - August 26, 2021**
 - a. 7.16.2021: First Draft CMO agreement circulated internally
 - b. 7.23.2021: Draft licensing agreement circulated internally
 - c. 8.19.2021: Licensing agreement approved by Executive Committee of Texas board
 - d. 8.26.2021: Licensing agreement approved by National board
4. **Philanthropic agreement - October 28, 2021**
 - a. TBD: Preliminary Financial Update
 - b. 8.26.2021: Updated financials (Final)
 - c. 9.24.2021: First draft grant agreement: TBD
 - d. 10.8.2021: Negotiated grant terms complete
 - e. October 21 & 28, 2021: Board update/ action

RPS Board Meeting: Texas Updates

August 25, 2021



Rocketship Texas



The Process



Learnings: Reflecting on Our Process

“I want better for my kids. Don’t be shocked that I want better for my kids. Don’t be shocked that these people are giving us information so that we can let YOU know, we standing up, we want better for our kids. Have a great day.”

- Yolanda Seban Rocketship
Fort Wort Parent



Texas Public Charter Schools @TCSAnews · Jun 22

Fort Worth parent Yolanda Seban testified to the @TXSBOE in support of creating a new public charter school, @RocketshipEd, in her community.

And she dropped the mic.

"Hope and power -- for every single mom in here to say, You know what? I want better for my kids." #txed



2

29

54



Learnings from the Charter Approval Process Systems and Progress Monitoring

Meet Candidates running for Fort Worth City Council District 5 and District 8

Rocketship Texas Parent Leaders will
be hosting virtual conversations with
candidates

Follow us on Facebook to view the conversations
and to receive updates!

<https://www.facebook.com/RocketshipTexas>

Early voting in person April 19 - April 27, 2021
Election Day May 1, 2021!

*All candidates have been invited. We will update dates of conversations on our
FB page when we hear from candidates.*



¡Fiesta de Fin de Año Escolar!

Organizado por Rocketship Public Schools Texas



5 de Junio
11:00am - 2:00pm

Martin Luther King
Community Center
5565 Truman Dr.
Fort Worth, TX 76112



DISTRIBUCIÓN DE ALIMENTOS
CHICK-FIL-A y RAISING CANES GRATIS
VACUNAS COVID 19 GRATIS PARA
MAYORES DE 12 AÑOS
RECURSOS COMUNITARIOS
GRATUITOS
ASISTENCIA DE ALQUILER Y SERVICIOS
PÚBLICOS
UBICACIÓN DE LA VOTACIÓN
REGALOS
MÚSICA
Y ¡MÁS!

¿Preguntas? Contactar a Lety
408-493-3188 Legomez@rsd.org

Acompáñenos para una celebración en honor a los padres y estudiantes de
nuestra comunidad. Adaptarse al aprendizaje virtual durante COVID no ha
sido fácil, pero llegamos al final del año escolar 2020-2021! Venga y
disfrute de comida gratis, infórmese sobre recursos excelentes y aprenda
más sobre el valor de la educación en nuestra comunidad.



¡Escanee Aquí
para registrarse!



Construction in Fort Worth



The Rocketship Texas campus will be a new 48,000 square foot building located at 3520 E. Berry Street, Fort Worth, TX on 2.9 acres of land. In addition to the exceptional learning spaces, the Rocketship Texas campus will include a FEMA rated storm shelter. The aerodynamic shape helps reduce wind loads on the building during inclement weather. The storm shelter will house the cafeteria, server and gymnasium, while providing protection for up to 1,500 occupants. During severe inclement weather, the storm shelter will be made available to the surrounding community.



Texas Education Agency

Generation 26 Application Contingencies

Sponsoring Entity: **Rocketship Public Schools Texas**

On June 1, 2021, Rocketship Public Schools Texas was proposed for charter award to operate Rocketship Public Schools. The charter, to be located in Fort Worth, will operate **2 Campuses**, serving Prekindergarten through Grade Five [5], with a maximum of 2776 students at capacity.

Contingencies identified by various divisions within the Texas Education Agency and members of the State Board of Education during the internal review and interview processes must be satisfactorily addressed within two months of this notification as stated in Texas Administrative Code §100.1002(m). The categories of the contingencies are as follows:

- General Contingencies
- Specific Application Related Contingencies
- Charter School Program (CSP) Startup Grant Contingencies
- Charter Management Organization(CMO) Contingencies

Additional Discussions with Texas State Board of Education and Texas Education Agency included geographic considerations and satisfactory performance on schools based on the state accountability system prior to seeking an expansion.

