Thursday, August 21, 2025
Rocketship CA Board Committee (2025-26 Q1)

Meeting Time: 4:00pm
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. You will be recognized once the public comment time begins, and be permitted to make comment for a duration of up to 3 minutes.
Meeting Location: 2001 Gateway Place, Suite 230E San Jose, CA 95110

Teleconference locations:
683 Sylvandale, San Jose, CA 95111
1700 Cavallo Rd, Antioch, CA 94509
2351 Olivera Rd, Concord, CA 94520
909 Roosevelt Ave, Redwood City, CA 94061
18370 Burbank Blvd., Suite 100, Tarzana CA 91356

1. Opening Items

A. Call to order

B. Public comment on off-agenda items

2. Consent Items

A. Approve minutes from June 5, 2025 CA Board Committee meeting

3. Information Items

A. Mission Moment

B. Executive Director Update

C. Regional Health Dashboard Review

D. 2024-25 EOY Financial Review

4. Action Items: Finance - Review and Recommend Approval

A. Review and Recommend Approval of 2025-26 CA Revised Budget, including all CA School Level Budgets to the Rocketship Board of Directors

5. Break

6. Information Items

A. Greenlighting Update

B. Family Engagement, Recruitment and Enrollment Update

C. Talent Update

7. Closed Session

A. Public Employee Performance Evaluation Pursuant to Gov. Code Section § 54957: Executive Director

8. Report Out

A. Public report on actions taken in closed session

9. Adjourn

A. Adjourn Meeting

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.

Rocketship CA Board Committee (2024-25 Q4) (Thursday, June 5, 2025)
Generated by Cristina Vasquez on Tuesday, June 10, 2025

1. Opening Items
A. Call to order
At 4:08pm, Ms. Bernal-Samano took roll call. With a quorum of committee members present, Ms. Bernal-Samano called the meeting to order.
Present: Diana Phuong, Hugo Castaneda, Matt Red, Yolanda Bernal-Samano
Absent: Courtney Shenberg, Tamara Peterson

B. Public comment on off-agenda items
At 4:09pm, Ms. Bernal-Samano called for public comment on off-agenda items. No comments from the public were made.
At 4:09pm, Tamara Peterson joined the meeting.

2. Consent Items
A. Approve minutes from the May 8, 2025 CA Board Committee meeting
B. Appoint Raymond Raven to the Rocketship CA Board Committee for a term of two years through June 2027
At 4:10pm, a motion to approve consent items was made by Mr. Castaneda, seconded by Ms. Peterson, and carried unanimously by roll call vote.
Y: Diana Phuong, Hugo Castaneda, Matt Red, Yolanda Bernal-Samano, Tamara Peterson
N: --
Abstain: --

3. Action Items: Agreements - Review and Recommend Approval
A. Review and Recommend Approval of the Facilities Use Agreement for Rocketship Redwood City Prep
B. Review and Recommend Approval of the Contract Extension Agreement with Nob Hill Catering, Inc., DBA The LunchMaster
C. Review and Recommend Approval of the 2025-26 Instructional Calendar to the Rocketship Board of Directors
D. Review and Recommend Approval of the Contract Extension Agreement with Bigbreak, LLC, DBA Chefables
E. Review and Recommend Approval of the Agreement with Swenson and Associates
F. Review and Recommend Approval of the Rocketship Public Schools ASES Program Plans for all thirteen Rocketship schools in California
At 4:11pm, the committee discussed action items 3(A-F).
At 4:17pm, a motion to recommend approval of action items 3(A-F) to the Rocketship Board of Directors was made by Mr. Castaneda, seconded by Ms. Peterson, and carried unanimously by roll call vote.
Y: Diana Phuong, Hugo Castaneda, Matt Red, Yolanda Bernal-Samano, Tamara Peterson
N: --
Abstain: --

4. Action Items: Resolutions - Review and Recommend Approval
A. Review and Recommend Approval of Resolution #2025-03: Declaration of Need for Fully Qualified Educators for Rocketship California Schools
B. Review and Recommend Approval of Resolution #2025-04 Adopting Literacy Screening Tool for Reading Difficulties
At 4:18pm, the committee discussed action items 4(A-B).
At 4:19pm, a motion to recommend approval of action items 4(A-B) to the Rocketship Board of Directors was made by Mr. Castaneda, seconded by Ms. Peterson, and carried unanimously by roll call vote.
Y: Diana Phuong, Hugo Castaneda, Matt Red, Yolanda Bernal-Samano, Tamara Peterson
N: --
Abstain: --

5. Action Items: Operations - Review and Recommend Approval
A. Review and Recommend Approval of the 2025-26 Employee Handbook to the Rocketship Board of Directors
B. Review and Recommend Approval of the 2025-26 California Family Handbook to the Rocketship Board of Directors
At 4:20pm, the committee discussed action items 5(A-B).
At 4:22pm, a motion to recommend approval of action items 5(A-B) to the Rocketship Board of Directors was made by Mr. Red, seconded by Ms. Peterson, and carried unanimously by roll call vote.
Y: Diana Phuong, Hugo Castaneda, Matt Red, Yolanda Bernal-Samano, Tamara Peterson
N: --
Abstain: --

6. Information Items
A. Mission Moment
At 4:22pm, the committee discussed information item 6(A). No action was taken.

B. Executive Director Update
At 4:29pm, the committee discussed information item 6(B). No action was taken.

C. Q3 Financial Review
At 4:37pm, the committee discussed information item 6(C). No action was taken.

7. Action Items: Finance - Review and Recommend Approval
A. 2025-26 Annual Planning Review and Review and Recommend approval to the Rocketship Board of Directors, Approval of the 2025-26 Rocketship Education CA Budget and all CA School Level Budgets to the Rocketship Board of Directors
At 4:49pm, the committee discussed action item 7(A).
At 5:05pm, Ms. Phuong left the meeting.
At 5:27pm, a motion to recommend approval of action item 7(A) to the Rocketship Board of Directors was made by Mr. Red, seconded by Ms. Peterson, and carried unanimously by roll call vote.

Y: Hugo Castaneda, Matt Red, Yolanda Bernal-Samano, Tamara Peterson
N: --
Abstain: --

8. Break
At 5:28pm, the committee took a break.

9. Action Items: LCAP Items - Review and Recommend Approval
A. Review and Recommend Approval of the CA School Dashboard 2024-25 Local Indicator Data to the Rocketship Board of Directors
At 5:40pm, the committee discussed action item 9(A).
At 5:42pm, a motion to recommend approval of action item 9(A) to the Rocketship Board of Directors was made by Mr. Red, seconded by Ms. Peterson, and carried unanimously by roll call vote.
Y: Hugo Castaneda, Matt Red, Yolanda Bernal-Samano, Tamara Peterson
N: --
Abstain: --

B. Review and Recommend Approval of the Local Control Accountability Plans (LCAPs) for all CA Rocketship schools to the Rocketship Board of Directors
At 5:43pm, the committee discussed action item 9(B).
At 6:03pm, a motion to recommend approval of action item 9(B) to the Rocketship Board of Directors was made by Mr. Red, seconded by Ms. Castaneda, and carried unanimously by roll call vote.
Y: Hugo Castaneda, Matt Red, Yolanda Bernal-Samano, Tamara Peterson
N: --
Abstain: --

10. Information Items
A. After School Program Update
At 6:04pm, the committee discussed information item 10(A). No action was taken.

B. EOY Achievement Update
At 6:18pm, the committee discussed information item 10(B). No action was taken.

11. Adjourn
At 6:44pm, a motion to adjourn was made by Mr. Red, seconded by Ms. Peterson, and carried unanimously by roll call vote.
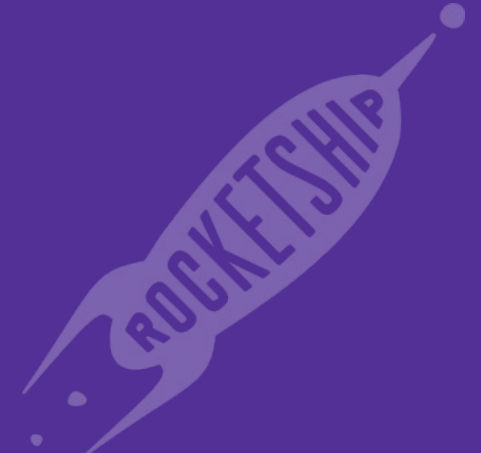Y: Hugo Castaneda, Matt Red, Yolanda Bernal-Samano, Tamara Peterson
N: --
Abstain: --

Q4 Rocketship Public Schools CA Board Committee Meeting

August 21, 2025

Agenda

1. Opening Items

A. Call to order

B. Public comment on off-agenda items

2. Consent Items

A. Approve minutes from June 5, 2025 CA Board Committee meeting

3. Information Items

A. Mission Moment

B. Executive Director Update

C. Regional Health Dashboard Review

D. 2024-25 EOY Financial Review

4. Action Items: Finance - Review and Recommend Approval

A. Review and Recommend Approval of 2025-26 CA Revised Budget, including all CA School Level Budgets to the Rocketship Board of Directors

5. Break

6. Information Items

A. Greenlighting Update

B. Family Engagement, Recruitment and Enrollment Update

C. Talent Update

7. Closed Session

A. Public Employee Performance Evaluation Pursuant to Gov. Code Section § 54957: Executive Director

8. Report Out

A. Public report on actions taken in closed session

9. Adjourn

A. Adjourn Meeting

ROCKETSHIP
PUBLIC SCHOOLS

Opening Items: Call to Order

Opening Items: Public Comment

Consent Items
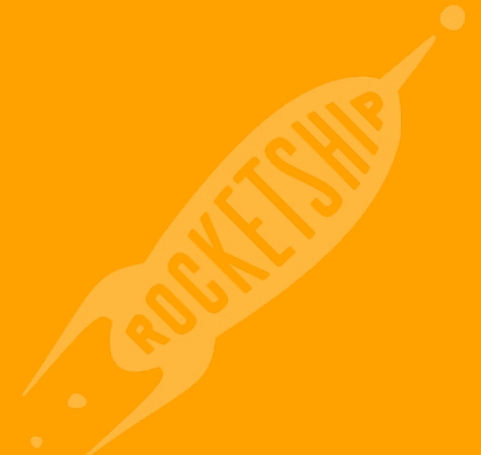
Mission Moment

July All Staff

Monique Gomez — RSA
Lorena Pastrana — RFZ
Lupe Carreño — RLS
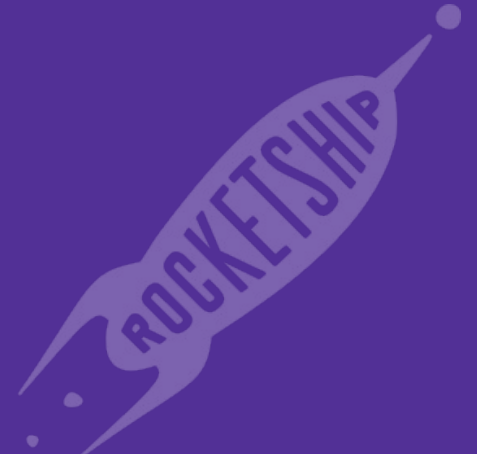
25 Rocketship staff celebrated their **5th year of service**

25 Rocketship staff celebrated their **10th year of service**

3 Rocketship staff celebrated their **15th year of service**

First Day of School Highlights

Executive Director Update

CA Dashboard

What it is	An online tool that shows how local educational agencies and schools are performing on state and local indicators that are included in California's school accountability system.
Why was the Dashboard created?	The Dashboard was created to give parents and the public a complete picture of what is happening in our schools and districts and to identify those that need extra support.
What are the state indicators?	- Academic (reported separately for English language arts/literacy [ELA] and mathematics assessments) - English Learner Progress - Chronic Absenteeism - Graduation Rate - Suspension Rate - College/Career

Our schools outperformed local districts on most performance indicators on the 2024 Dashboard

School	Suspension Rates		Chronic Absentee Rates		ELA Academic Indicator		Math Academic Indicator		ELPI (EL Progress)	
	22-23 Overall Level	23-24 Overall Level	22-23 Overall Level	23-24 Overall Level	22-23 Overall Level	23-24 Overall Level	22-23 Overall Level	23-24 Overall Level	22-23 Overall Level	23-24 Overall Level
Rocketship Delta Prep	Level 5	Level 3	Level 1	Level 3	Level 2	Level 3	Level 2	Level 3	Level 3	Level 5
Rocketship Discovery Prep	Level 5	Level 5	Level 3	Level 3	Level 3	Level 3	Level 2	Level 3	Level 4	Level 3
Rocketship Fuerza Community Prep	Level 5	Level 5	Level 3	Level 3	Level 2	Level 3	Level 2	Level 3	Level 1	Level 4
Rocketship Mosaic Elementary	Level 5	Level 5	Level 3	Level 3	Level 4	Level 4	Level 4	Level 4	Level 3	Level 5
Rocketship Redwood City	Level 5	Level 5	Level 3	Level 3	Level 2	Level 1	Level 3	Level 2	Level 1	Level 1
Rocketship Rising Stars	Level 5	Level 5	Level 3	Level 3	Level 4	Level 4	Level 5	Level 4	Level 1	Level 5
Rocketship Spark Academy	Level 5	Level 5	Level 3	Level 3	Level 5	Level 4	Level 5	Level 4	Level 1	Level 5
Rocketship Futuro Academy	Level 5	Level 5	Level 3	Level 3	Level 2	Level 2	Level 2	Level 4	Level 3	Level 5
Alum Rock Elementary		Level 4		Level 1		Level 3		Level 3		Level 4
Franklin-McKinley Elementary		Level 4		Level 3		Level 2		Level 2		Level 1
San Jose Unified		Level 2		Level 2		Level 2		Level 3		Level 2
Redwood City Elementary		Level 4		Level 3		Level 2		Level 2		Level 4
Mt Diablo Unified		Level 2		Level 3		Level 2		Level 2		Level 3
Antioch Unified		Level 2		Level 2		Level 2		Level 1		Level 2

Red — LOWEST PERFORMANCE Orange Yellow Green Blue — HIGHEST PERFORMANCE

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Rocketship Delta Prep projected to maintain medium performance in 24-25 at the end of year

| Lowest Performance | Very Low | Low | Medium | High | Very High | Highest Performance |

	22-23 CA Dashboard RDL	23-24 CA Dashboard RDL	Internal Projection for 24-25 RDL
Chronic Absenteeism	4.0 decline from 21-22 to 48.9	-7.2 improvement from 22-23 to 41.7	-11.8 improvement from 23-24
Suspension Rate	Maintained 0	1 increase from 22-23 to 1%	-0.8 decrease from 23-24
English Learning Progress	3.6 increase from 21-22 to 35.8	24.6 increase from 22-23 to 60.4	-20 decrease from 23-24
English Language Arts	-16.8 decrease from 21-22 to -53.5	9.6 increase from 22-23 to -43.9	5.4 increase from 23-24
Math	-10.1 decrease from 21-22 to -69.0	8.4 increase from 22-23 to -60.6	24.3 increase from 23-24

Rocketship Spark Academy projecting to maintain performance among majority of indicators. ELA indicator has been the focus.

Lowest Performance — Very Low — Low — Medium — High — Very High — Highest Performance

	22-23 CA Dashboard RSK	23-24 CA Dashboard RSK	Internal Projection for 24-25 RSK
Chronic Absenteeism	-5.0 improvement from 21-22 to 26.3	-3.1 improvement from 22-23 to 23.2	-7.2 improvement from 23-24
Suspension Rate	Maintained 0	Maintained 0	Maintaining 0 suspensions
English Learning Progress	-9.1 decline from 21-22 to 31.0	39.1 increase from 22-23 to 70.1	-22 change from 23-24
English Language Arts	20.3 increase from 21-22 to 19.4	-7.7 decrease from 22-23 to 11.7	-20.3 decrease from 23-24
Math	25.3 increase from 21-22 to 18.1	3.8 increase from 22-23 to 21.9	-10.6 decrease from 23-24

Rocketship Discovery Prep is tracking to improve among ELPI, ELA, and Math indicators. Focus is on chronic absenteeism.

| Lowest Performance | Very Low | Low | Medium | High | Very High | Highest Performance |

	22-23 CA Dashboard RDP	23-24 CA Dashboard RDP	Internal Projection for 24-25 RDP
Chronic Absenteeism	-15.0 improvement from 21-22 to 46.3	-20.8 improvement from 22-23 to 25.5	-0.3 decrease from 23-24
Suspension Rate	Maintained 0	Maintained 0	Maintaining 0 suspensions
English Learning Progress	2.1 increase from 21-22 to 45.0	1.3 increase from 22-23 to 46.3	3.4 change from 23-24
English Language Arts	13 increase from 21-22 to -41.7	15.5 increase from 22-23 to -26.2	22.6 increase from 23-24
Math	-0.2 decrease from 21-22 to -41.1	12.3 increase from 22-23 to -28.8	28.4 increase from 23-24

While math improved, Rocketship Fuerza Community Prep is targeting indicators projected to decline

| Lowest Performance | Very Low | Low | Medium | High | Very High | Highest Performance |

	22-23 CA Dashboard RFZ	23-24 CA Dashboard RFZ	Internal Projection for 24-25 RFZ
Chronic Absenteeism	-7.9 improvement from 21-22 to 29.8	-5.8 improvement from 22-23 to 24.0	0.5 change from 23-24
Suspension Rate	Maintained 0	Maintained 0	-0.2 decrease from 23-24
English Learning Progress	2.1 increase from 21-22 to 45.0	26.1 increase from 22-23 to 46.3	-27.9 decrease from 23-24
English Language Arts	-5 decrease from 21-22 to -43.8	23.9 increase from 22-23 to 51.6	-5.0 decrease from 23-24
Math	-1.6 decrease from 21-22 to -43.8	28.5 increase from 22-23 to -26.6	3.3 increase from 23-24

Rocketship Mosaic on track to maintain very high and high performance on 4 indicators

| | Lowest Performance | Very Low | Low | Medium | High | Very High | Highest Performance |

	22-23 CA Dashboard ROMO	23-24 CA Dashboard ROMO	Internal Projection for 24-25 ROMO
Chronic Absenteeism	-13.8 improvement from 21-22 to 17.5	-1.3 improvement from 22-23 to 16.2	-5.6 change from 23-24
Suspension Rate	Maintained 0	Maintained 0	Maintaining 0 suspensions
English Learning Progress	5.7 increase from 21-22 to 42.7	13.2 increase from 22-23 to 55.9	10.6 increase from 23-24
English Language Arts	1.5 increase from 21-22 to 21.1	1.2 increase from 22-23 to 13.3	10.4 increase from 23-24
Math	-4.5 decrease from 21-22 to 18.4	18.3increase from 22-23 to 18.7	13.6 increase from 23-24

Rocketship Redwood City Prep projected to improve academic indicators; Focus on reducing chronic absenteeism

Lowest Performance | Very Low | Low | Medium | High | Very High | Highest Performance

	22-23 CA Dashboard RRWC	23-24 CA Dashboard RRWC	Internal Projection for 24-25 RRWC
Chronic Absenteeism	-10.9 improvement from 21-22 to 37.2	-4.6 improvement from 22-23 to 32.6	+2.0 change from 23-24
Suspension Rate	Maintained 0	Maintained 0	Maintaining 0 suspensions
English Learning Progress	-13.5 decrease from 21-22 to 33.8	-24.8 decrease from 22-23 to 9	<50% of ELPAC scores available
English Language Arts	-4.9 decrease from 21-22 to -67.4	-30.3 decrease from 22-23 to -97.7	31.9 increase from 23-24
Math	17.3 increase from 21-22 to -58.4	-18.2 decrease from 22-23 to -76.6	34.3 increase from 23-24

Rocketship Rising Stars is on track to improve in math and maintain performance in three indicators

	Lowest Performance — Very Low — Low — Medium — High — Very High — Highest Performance

	22-23 CA Dashboard RRS	23-24 CA Dashboard RRS	Internal Projection for 24-25 RRS
Chronic Absenteeism	-4.8 improvement from 21-22 to 31.4	-9.2 improvement from 22-23 to 22.2	-2.3 improvement from 23-24
Suspension Rate	Maintained 0	Maintained 0	Maintaining 0 suspensions
English Learning Progress	-10.9 decrease from 21-22 to 44.2	23.7 increase from 22-23 to 67.9	-27.1 change from 23-24
English Language Arts	-1.2 decrease from 21-22 to 30.1	-10.3 decrease from 22-23 to 19.8	-1.5 change from 23-24
Math	36.1 increase from 21-22 to 43.2	-8.8 decrease from 22-23 to 34.4	9.2 increase from 23-24

Rocketship Futuro Academy tracking to maintain performance among 2 indicators. Focus on reducing chronic absenteeism.

	Lowest Performance — Very Low — Low — Medium — High — Very High — Highest Performance

	22-23 CA Dashboard RFA	**23-24 CA Dashboard RFA**	**Internal Projection for 24-25 RFA**
Chronic Absenteeism	-28.6 improvement from 21-22 to 14.4	-3.6 improvement from 22-23 to 10.8	17.7 increase from 23-24
Suspension Rate	Maintained 0	Maintained 0	Maintaining 0 suspensions
English Learning Progress	11.6 increase from 21-22 to 43.8	16.9increase from 22-23 to 60.7	<50% of ELPAC scores available
English Language Arts	1.3 increase from 22-23 to -13.1	-7.2 decrease from 22-23 to -20.3	-1.5 change from 23-24
Math	-12.7 decrease from 21-22 to -25.7	18.3 increase from 22-23 to -7.4	-2.6 change from 23-24

Regional Health Dashboard Review

Purpose: Regional Health Dashboard (RHD)

Dashboard example

Strategic Lever: Quality Schools

Goal 1: By 2028-29, 55% of all Rocketeers are performing at the 67th percentile on NWEA Reading/Math
Goal 2: By 2028-29, 60% of Rocketeers enrolled for 3 or more years are performing at the 67th percentile on NWEA Reading

Activity: Personalized Learning — A coherent and targeted approach to student learning experiences across core, supplemental and interventional programming and daily use of formative data to facilitate students' ability to make accelerated growth towards mastery of grade level standards.

Indicator	EOY 23-24 Q4	Quarterly Actuals Q1	Q2	Q3	Q4	Targets Q1	Q2	Q3	Q4	Quarterly Rating Q1	Q2	Q3	Q4
% at NWEA Map Reading 67th %ile	X	31%	22%	26%	N/A	31%	31%	34%	X	37%	1	1		2
% at NWEA Map Math 67th %ile	X	35%	27%	33%	N/A	39%	34%	37%	X	40%	2	2		2
% at NWEA Map Reading 67th %ile for students enrolled 3+years	X	34%	26%	29%	N/A	31%	34%	37%	X	40%	1	1		1
% of Rocketeers meet NWEA Reading Tiered Growth		38%	N/A	40%	N/A	43%	X	47%	X	50%		2		2
Dibels BOY, MOY, EOY - % at benchmark	X	53%	42%	47%	N/A	56%								
% mastery CKLA Skills unit assessments (GK-G2)	X	37%	47%	51%	52%	53%								
% of Rocketeers meet NWEA Math Tiered Growth		42%	N/A	47%	N/A	47%	X	45%	X	48%		3		2
% mastery Eureka module assessments	X	44%	41%	48%	54%	55%								
Years growth on NWEA Map Reading	X	1.17	N/A	1.12	N/A	1.19	X	1.33	X	1.33		2		2
Years growth on NWEA Map Math	X	1.18	N/A	1.25	N/A	1.25	X	1.25	X	1.25		3		3
										Rating	1.33	2.00	X	2.00

Strategic Lever: Scaled Impact

Goal: By 2028-29, 44,000 Lifetime Rocketeers

Activity: Schools and Seats — Strategies to increase enrollment, retain Rocketeers, and increase seats across all regions.

Indicator	EOY 23-24 Q4	Quarterly Actuals Q1	Q2	Q3	Q4	Targets Q1	Q2	Q3	Q4	Quarterly Rating Q1	Q2	Q3	Q4
# of lifetime rocketeers (Dec - 80+ is considered on track, June - 150+)		32244	N/A	32,497	N/A	33,033	X	X	X	35000				2
% Enrollment to BSP		94%	91%	90%	95%	85%	100%	100%	100%	100%	2	2	2	2
% retained Rocketeers SYTD		90%	98%	95%	93%	92%								
# new rocketeers for Oct 15 of current SY		3021	N/A	N/A	N/A	N/A								
Projected new students for Oct 15 of next SY		2398	N/A	N/A	N/A	2603								
Projected retained students for Oct 15 of next SY		7498	N/A	N/A	N/A	6905								
										Rating	2.0	2.0	2.0	2.0

The Regional Health Dashboard (RHD) is a tool for tracking progress on key metrics tied to our 5-year goals. The metrics, like the goals they are tied to, are classified by Strategic Lever (Quality Schools, Community Power, Scaled Impact) or Key Enabler (Culture of Excellence and Belonging, Finance).

These and the network version - the Organizational Health Dashboard (OHD) - are reviewed regularly at several levels of the organization and by each board (National and Regional) mid-year and end of year.

*Link to Organizational Health and Regional Health Dashboards

Rocketship Key Metrics

Data updated in July 2025

3: Meets or Exceeds
2: Approaching (80% target)
1: Does not meet

		Current performance	Target for current period
Quality Schools	**Years growth on NWEA Map Reading**	1.19	1.33
	Years growth on NWEA Map Math	1.25	1.25
	% of Rocketeers meet NWEA Reading Tiered Growth	43%	50%
	% of Rocketeers meet NWEA Math Tiered Growth	47%	48%
	% of families meet FPH goal	78%	90%
Scaled Impact	**% Enrollment to June BSP**	85%	100%
Culture	**NPS: Net Promoter Score**	2	7.5
Finance	**% of schools forecasted to close EOY on budget**	52%	100%

Data updated in July 2025

3: Meets or Exceeds

2: Approaching (80% target)

1: Does not meet

CA Key Metrics

		Current performance	Target for current period
Quality Schools	**Years growth on NWEA Map Reading**	1.23	1.3
	Years growth on NWEA Map Math	1.29	1.25
	% of Rocketeers meet NWEA Reading Tiered Growth	46%	50%
	% of Rocketeers meet NWEA Math Tiered Growth	50%	45%
	% of families meet FPH goal	84%	80%
Scaled Impact	**% Enrollment to June BSP**	86%	100%
Culture	**NPS: Net Promoter Score**	-2	7.5
Finance	**% of schools forecasted to close EOY on budget**	TBD	100%

Full **Quality Schools** Section (for Achievement Committee) 1 of 3

Data updated in July 2025

3: Meets or Exceeds

2: Approaching (80% target)

1: Does not meet

Indicator	EOY 23-24	Quarterly Actuals			
	Q4	Q1	Q2	Q3	Q4
% at NWEA Map Reading 67th %ile	32%	27%	31%	N/A	35%
% at NWEA Map Math 67th %ile	40%	34%	38%	N/A	45%
% at NWEA Map Reading 67th %ile for students enrolled 3+years	36%	29%	32%	N/A	36%
% of Rocketeers meet NWEA Math Tiered Growth	42%	-	49%	N/A	50%
% mastery Eureka module assessments	47%	45%	51%	56%	58%
% of Rocketeers meet NWEA Reading Tiered Growth	41%	-	42%	N/A	46%
% at benchmark Dibels BOY, MOY, EOY	58%	48%	51%	N/A	61%
% mastery CKLA Skills unit assessments (GK-G2)	37%	50%	53%	55%	56%
Years growth on NWEA Map Reading	1.2	X	1.17	N/A	1.23
Years growth on NWEA Map Math		X	1.28	N/A	1.29
% Bottom Quartile NWEA MAP Math		29%	25%	N/A	21%
% Bottom Quartile NWEA MAP Reading		37%	34%	N/A	28%
ISE: Bottom Quartile on NWEA MAP		58%	52%	N/A	48%
ISE: Top Third on NWEA MAP		11%	14%	N/A	19%
MLL: Bottom Quartile on NWEA MAP		43%	42%	N/A	32%
MLL: Top Third on NWEA MAP		19%	20%	N/A	29%
Suspension rate	0%	0%	0%	0%	0%

NB: data for some metrics is only available seasonally (e.g. in Q4), so will appear blank in other reporting periods

Full **Quality Schools** Section (for Achievement Committee) 2 of 3

Data updated in July 2025

3: Meets or Exceeds

2: Approaching (80% target)

1: Does not meet

Indicator	EOY 23-24	Quarterly Actuals			
	Q4	Q1	Q2	Q3	Q4
% of Teachers growing at tiers 1-3 or maintaining tier 4 level	52%	N/A	N/A	N/A	45%
% of teachers getting a 3.0 or 3.5+ on " % of students meeting tiered growth goals" metric in evaluation	-	N/A	N/A	36%	50%
% of Tier 3 and 4 Teachers	49%	N/A	N/A	N/A	52%
% Tier 3/4 Teachers retained	81%	84%	N/A	N/A	N/A
% managers scoring 6.0 on MFS	73%	N/A	58%	N/A	N/A
SL: % managers scoring 6.0 on MFS	71%	N/A	55%	N/A	N/A
AD+: % managers scoring 6.0 on MFS	59%	N/A	75%	N/A	N/A

NB: data for some metrics is only available seasonally (e.g. in Q4), so will appear blank in other reporting periods

Full **Quality Schools** Section (for Achievement Committee) 3 of 3

Data updated in July 2025

- 3: Meets or Exceeds
- 2: Approaching (80% target)
- 1: Does not meet

Indicator	EOY 23-24 Q4	Quarterly Actuals			
		Q1	Q2	Q3	Q4
% ADA/ADM - Average Daily Attendance	93%	95%	94%	93%	93%
Chronic Absenteeism	26%	14%	19%	24%	24%
% of families meet FPH goal	89%	68%	78%	75%	84%
% Parent-teacher conference participation	75%	-	84%	70%	N/A
Family NPS (Net Promoter score)	61	63	N/A	58	N/A
% Home Visits	94%	75%	95%	95%	96%

NB: data for some metrics is only available seasonally (e.g. in Q4), so will appear blank in other reporting periods

Full **Culture** Section (for Achievement Committee)

3: Meets or Exceeds

2: Approaching (80% target)

1: Does not meet

Indicator	EOY 23-24	Quarterly Actuals			
	Q4	Q1	Q2	Q3	Q4
NPS: Net Promoter Score	-2.51	-	-7	-2	N/A
# staff giving staff referrals	0%	2	3	1	2
% Positions Filled	92%	97%	98%	96%	97%
% Offer Acceptance Rate	92%	86%	100%	83%	100%
% staff retained YTD	90%	-	96%	92%	81%
% teachers retained YTD	88%	-	97%	93%	80%
% SLs retained YTD	96%	-	92%	89%	79%
% NeST retained YTD	94%	-	95%	93%	80%
Representative Leadership	4 of 4	4 of 4	4 of 4	4 of 4	4 of 4

NB: data for some metrics is only available seasonally (e.g. in Q4), so will appear blank in other reporting periods

Full **Scaled Impact** Section (for Business Committee)

Data updated in July 2025

3: Meets or Exceeds
2: Approaching (80% target)
1: Does not meet

Indicator	EOY 23-24	Quarterly Actuals			
	Q4	Q1	Q2	Q3	Q4
# of lifetime rocketeers	22,061	-	23,602 *(projection)*	23,602 *(projection)*	23,674
% Enrollment to nest SY June BSP	100%	92%	100%	99%	86%
% to Campus Target		-	96%	95%	–
% retained Rocketeers SYTD	94%	98%	96%	94%	93%

NB: data for some metrics is only available seasonally (e.g. in Q4), so will appear blank in other reporting periods

Full **Finance** Section (for Business Committee)

3: Meets or Exceeds

2: Approaching (80% target)

1: Does not meet

Indicator	EOY 23-24	Quarterly Actuals			
	Q4	Q1	Q2	Q3	Q4
Philanthropic funds raised	$162,000	$5,100,000	$5,300,000	$5,300,000	$5,300,000
% of schools forecasted to close EOY on budget	77%	62%	0%	0%	69%

NB: data for some metrics is only available seasonally (e.g. in Q4), so will appear blank in other reporting periods

2024-25 EOY Financial Review

FY25 Year End P&L: CA region budget vs actual

	RSSP	RMS	RLS	RBM	RSA	ROMO	RDL	RSK	RFZ	RRS	RFA	RRWC	CA Schools Total FY25 Budget	FY25 Actuals	Var
						FY25 Actuals									
Revenues															
Federal Income	779,228	857,292	820,108	1,018,968	1,050,761	1,004,265	976,427	537,624	1,060,617	1,006,018	1,105,554	745,636	7,528,091	11,855,400	4,327,309
State Revenue Sources	6,180,100	8,856,357	7,514,870	10,902,977	9,960,596	11,509,358	10,583,892	11,015,435	10,830,244	12,588,659	11,298,635	5,251,752	129,198,645	124,619,787	(4,578,858)
Other Local Revenues	9,328	34,918	3,660	14,675	13	1,301	12,616	7,638	163	8,641	985	8,093	13,345	102,035	88,690
Internal Transfers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grants and Fundraising	19,081	169	4,912	22,920	43,754	22,498	21,477	17,898	9,723	1,576	0	5,571	0	169,579	169,579
Total Revenues	6,987,738	9,748,736	8,343,551	11,959,541	11,055,124	12,537,421	11,594,412	11,578,596	11,900,747	13,604,893	12,405,174	6,011,052	136,740,081	136,746,801	6,720
Expense															
Personnel & Benefits	3,192,598	4,723,951	3,942,740	5,357,563	5,252,798	6,362,148	5,101,847	5,437,712	5,285,014	5,702,579	6,219,353	3,117,268	64,574,246	64,180,774	393,472
Books and Supplies	314,131	613,802	273,085	500,196	412,547	349,712	496,182	451,584	422,210	451,455	548,937	395,666	5,668,493	5,656,439	12,054
Food Services	237,400	301,870	217,003	440,542	366,468	366,179	297,144	339,366	394,192	339,425	430,620	207,288	5,179,260	4,238,448	940,812
Services and Other Operating Exper	1,375,550	2,095,376	1,111,914	2,042,972	1,951,071	1,547,846	2,365,498	1,924,085	1,615,004	2,187,762	2,350,563	1,389,024	21,031,824	23,555,490	(2,523,666)
Travel & Conferences	10,320	56,455	8,748	15,930	41,669	20,226	56,268	37,498	49,803	27,266	58,232	21,022	412,792	430,118	(17,326)
Dues and Insurance	37,355	78,334	41,301	80,695	80,083	64,079	69,257	66,060	79,378	72,448	77,952	40,284	790,768	844,701	(53,932)
Rental, Leases, & Repairs	752,152	1,022,151	964,221	995,321	897,435	1,057,657	1,288,380	998,079	1,346,970	1,040,906	528,287	94,912	12,590,359	11,838,146	752,213
Network Support Fee	957,934	1,356,636	1,101,500	1,646,318	1,556,811	1,737,074	1,676,713	1,642,900	1,716,143	1,956,349	1,763,692	823,434	19,083,516	19,162,863	(79,347)
Capital Outlay	33,450	59,639	33,968	12,200	19,567	32,550	7,201	13,527	9,616	9,163	27,284	2,811	212,208	284,761	(72,552)
Interest Expense	0	0	0	0	0	0	0	0	0	0	0	0	860	0	860
Miscellaneous Expense	(0)	(1)	3	0	(0)	(0)	0	(0)	(0)	0	(0)	0	3,073,544	2	3,073,542
Total Expense	6,910,889	10,308,214	7,694,484	11,091,737	10,578,450	11,537,471	11,358,490	10,910,811	10,918,331	11,787,353	12,004,921	6,091,709	132,617,870	130,191,743	2,426,127
CINA	76,849	(559,477)	649,067	867,803	476,674	999,950	235,922	667,785	982,417	1,817,540	400,253	(80,657)	4,122,211	6,555,058	2,432,847
Net assets	3,967,851.39	3,880,505.37	4,870,626.39	7,896,360.47	3,940,175.11	8,308,572.21	1,938,584.78	8,668,068.03	8,688,610.36	12,833,810.13	3,225,552.76	606,046.03	66,391,916.44	68,824,763.00	

Despite missing enrollment targets by ~500 students, the region met its overall revenue budget. This was driven by the use of time-limited restricted grant programs.

The region as a whole underspent its overall expense target by about 2%.

All but two schools had positive CINA. RMS has now had two years of negative results.

FY25 Year End Balance Sheet: CA Region Year over Year

Cash declined despite the increase in net assets due to spending down the large Deferred Revenue balance accrued over the last several years.

Cash is still very strong: 158 days of FY26 operating expenses.

	FY25	FY24	Difference
	CA	CA	CA
Assets			
Total Cash and cash equivalents	$55,923,507	$64,533,262	($8,609,755)
Total Accounts Receivable	$21,967,281	$17,913,003	$4,054,278
Total Prepaid expenses and deposits	$1,052,550	$1,027,637	$24,913
Total Security Deposits	$425,000	$425,000	$0
Total Property, plant & equipment	$131,739,530	$129,780,470	$1,959,061
Total Less: Accumulated depreciation	($18,958,129)	($13,343,777)	($5,614,351)
Total Note receivable	$0	$153,916	($153,916)
Total Assets	$192,149,739	$200,489,511	($8,339,772)
Total Accounts payable	$3,073,094	$1,744,937	$1,328,157
Total Accrued liabilities	$1,527,290	$2,910,057	($1,382,767)
Total Accrued lease payments S-T	$6,573,791	$6,163,455	$410,336
Total Deferred Revenue	$11,089,086	$20,528,585	($9,439,499)
Total Deferred management fee S-T	$0	$0	$0
Total Intercompany Loan	$0	$0	$0
Total Current portion of loans payable	$0	$0	$0
Total Current Liabilities	$22,263,385	$31,347,034	($9,083,649)
Total Accrued lease payments L-T	$101,455,832	$107,259,181	($5,803,349)
Total Accrued Interest	$0		$0
Total Loans payable L-T	$0	$0	$0
Total Long-Tern Liabilities	$101,455,832	$107,259,181	($5,803,349)
Net Assets	**$68,754,846**	**$61,883,295**	**$6,871,551**
Total Liabilities and Net Assets	$192,149,739	$200,489,511	($8,339,772)

CA Cash Detail

	FY21	FY22	FY23	FY24	FY25	5 Year Total
CA Schools' Change in Cash	$5,302,426	$7,198,146	$17,067,297	$15,227,310	($8,609,752)	$36,185,427
CA Schools' Change in Net Assets	$8,489,933	($604,389)	$12,962,595	$11,114,310	$6,547,227	$38,509,676

The $8.6mm decrease in CA cash, despite a $6.5mm operating surplus is a function of several things:

1. Increased capital investment in facilities: $2mm in FY25
2. Use of multi-year grant revenues that were pre-paid in prior years ($9mm overall)

This drawdown was necessary when we review our recent history - Cash increased by $33mm in the previous two years, despite CA schools only running $24mm in operating surplus and the region began the year with nearly $21mm in Deferred/Unearned Revenue

FY25 Year-End lessons learned - Wins and Losses

1. RSED as a whole had a $3.3mm Positive CINA last year, less than half of the $7.3mm in the August budget.

2. State and federal revenues were about $2mm under budget, while philanthropy was $2.5mm over budget.

   a. Our creative use of restricted public grants was critical to minimizing the damage: The network enrollment miss was about 5% of overall target.

   b. Every region was below budgeted enrollment, limiting our ability to hit our bottom line goals no matter how much spending we were willing to cut.

3. While compensation expenses were right at budget, materials across the network were 12% over budget and contract services were 8% over.

   a. Managing these variable expenses throughout the year will be key to hitting budget goals going forward.

   b. As we improve staff retention post-COVID, comp. is likely to continue to rise as a percent of revenue and facilities are fixed, at least in the short term - we have to be able to set and hit ambitious targets for non-comp.

Review and Recommend Approval of 25-26 CA Revised Budget, including all CA School Level Budgets to the Rocketship Board of Directors

Regional Budget Process Updates

Following board budget approval in June, we started working on revisions for August/September board approval. Priorities for August revisions were:

1. New information on government revenue, contract costs, salary actuals

2. Responding to projected enrollment

3. Correcting errors that made it into the June document.

In general:

1. Revenues per-pupil are up from the June budgets, non-staff expenses are about consistent, staff expenses are up a little (better projected retention = higher average salaries)

2. Projected enrollment is a mixed bag. Our August budgets reduce the network target from 10,058 to 9,918

FY26 August Budget: CA Regional Total compared to June

Overall enrollment target is net -5 though some schools are up (RSK +39, RFZ +22, RRS +16) and others are down (RMS -60, ROMO - 11, RLS -8)/

Overall staffing is up 15, mostly in ISE roles.

Overall CINA is down $900,000 from previous budget.

Enrollment remains a risk, but we have opportunities to outperform from Attendance Recovery and governor's new block grant.

	June Budget CA Schools	August Budget CA Schools
Enrollment	6,163	6,158
Attendance %	92.8%	1206.3%
Attendance	5,721	5,717
Additional Attendance - ADA Recovery	132	132
Staffing	576	591
Federal Income	10,597,669	11,038,659
State Revenue Sources	122,365,831	123,978,238
Other Local Revenues	-	-
Internal Transfers	-	-
Grants and Fundraising	-	-
Revenues	**132,963,500**	**135,016,897**
Certificated Salaries	35,245,570	35,559,076
Classified Salaries	15,495,839	16,419,924
Employee Benefits	14,244,070	14,457,584
Books and Supplies	5,287,058	5,941,208
Food Services	4,759,210	4,759,695
Services and Other Operating Expenses	20,675,506	21,519,223
Travel & Conferences	381,435	384,863
Dues and Insurance	653,731	732,247
Rental, Leases, & Repairs	12,799,167	12,554,818
Management Fee	18,582,259	18,738,165
Capital Outlay	287,630	287,630
Interest Expense	-	-
Miscellaneous Expense	689,871	671,525
Expense	**129,101,345**	**132,025,959**
CINA	**3,862,155**	**2,990,938**

FY26 August Budget: CA Region by School

	August Budget													
	RDP	RSSP	RMS	RLS	RBM	RSA	ROMO	RDL	RSK	RFZ	RRS	RFA	RRWC	CA Schools
Enrollment	396	261	414	304	507	531	545	521	570	524	624	675	286	6,158
Attendance %	93.1%	93.1%	93.1%	93.1%	93.1%	93.1%	93.1%	91.1%	93.1%	93.1%	93.1%	93.1%	91.1%	1206.3%
Attendance	369	243	385	283	472	494	507	475	531	488	581	628	261	5,717
Additional Attendance - ADA Recovery	8	5	10	6	11	11	12	14	11	10	13	14	8	132
Staffing	39.5	27	39	31	54.0	46	53	52.5	54	45.5	58	63	29	591
Federal Income	772,035	656,217	756,614	746,550	1,047,387	893,373	975,121	920,545	572,496	982,813	918,663	1,096,068	700,778	11,038,659
State Revenue Sources	7,911,786	5,999,612	8,283,105	6,785,184	10,922,805	9,935,647	11,604,970	10,579,373	10,873,586	11,359,909	12,689,889	11,502,855	5,529,516	123,978,238
Other Local Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenues	8,683,821	6,655,829	9,039,719	7,531,734	11,970,192	10,829,020	12,580,091	11,499,918	11,446,082	12,342,722	13,608,551	12,598,923	6,230,295	135,016,897
Certificated Salaries	2,226,528	1,678,289	2,258,201	2,040,603	3,150,162	2,926,465	3,362,860	3,131,999	3,156,037	2,917,488	3,399,832	3,591,640	1,718,970	35,559,076
Classified Salaries	1,182,459	715,202	1,129,019	797,266	1,519,276	1,195,126	1,442,828	1,424,053	1,514,863	1,223,538	1,607,675	1,814,881	853,740	16,419,924
Employee Benefits	938,599	678,416	968,708	790,170	1,313,541	1,177,934	1,302,924	1,243,754	1,308,844	1,113,488	1,406,575	1,497,961	716,671	14,457,584
Books and Supplies	355,993	265,919	393,865	358,041	501,360	503,371	522,096	482,484	480,660	500,806	635,859	637,585	303,170	5,941,208
Food Services	331,852	251,139	345,691	224,376	502,759	416,004	454,361	358,086	383,214	438,225	377,145	442,627	234,218	4,759,695
Services and Other Operating Expenses	1,371,034	1,289,631	1,471,872	1,058,547	1,846,742	1,935,110	1,844,411	1,719,723	1,688,639	1,870,301	2,067,985	2,114,726	1,240,502	21,519,223
Travel & Conferences	21,410	15,520	22,775	20,940	30,609	30,300	34,704	29,302	39,263	34,572	42,983	42,784	19,701	384,863
Dues and Insurance	48,562	32,908	50,604	37,971	64,243	60,010	66,012	62,115	66,476	59,470	73,398	75,724	34,755	732,247
Rental, Leases, & Repairs	941,947	735,266	1,015,571	1,090,810	1,054,813	933,071	1,109,730	1,332,873	1,067,122	1,393,416	1,157,076	547,257	175,866	12,554,818
Management Fee	1,170,146	907,167	1,255,810	1,023,097	1,630,429	1,524,786	1,744,377	1,609,055	1,617,059	1,739,297	1,930,036	1,748,157	838,748	18,738,165
Capital Outlay	26,690	33,695	55,754	34,018	12,587	20,447	30,710	5,172	15,036	10,460	9,288	29,784	3,990	287,630
Interest Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Expense	43,140	33,170	41,229	38,342	60,951	51,427	59,715	67,568	54,616	57,210	59,226	64,876	40,054	671,525
Expense	8,658,360	6,636,322	9,009,098	7,514,181	11,687,472	10,774,050	11,974,728	11,466,185	11,391,828	11,358,270	12,767,077	12,608,003	6,180,384	132,025,959
CINA	25,461	19,507	30,621	17,553	282,720	54,970	605,363	33,732	54,255	984,452	841,474	(9,080)	49,910	2,990,938

All but one school are currently projected to break even (with RFA at a $9k deficit).

We are seeing a tale of two regions: 80% of positive CINA concentrated in 3 schools with higher revenues

School Budget Next Steps

Finishing the budgets:

- We are hoping to finalize August budget drafts for regions this week. Big decisions remaining about a few CA schools, DC enrollment target, TN/WI optimism

- Regional business committees/meetings start the following week and run through August.

- Risks across the network from enrollment (especially back to school retention), staffing alignment to budget, and expense management (variable compensation and hourly comp).

Rest of year:

- Regional and school leaders are being invited to a budget management kick off later this month to review their budgets, become acquainted with our Adaptive reporting platform and cadence, and learn about the tools and support they have for budget management and their responsibility to "own" budget outcomes..
- From there, we will have monthly progress reports out to all budget owners in the first half of each month and will meet each month with those teams not on track to meet budget to action plan and provide support.

FY26 Business Team Priority 1: Expense Management

After a year of getting systems and team up to speed, our priorities in 2025-26 are supporting schools and regions with meeting our collective obligation to steward our resources and manage tightly to the targets we've set in the budget process.

Each year we spend about 28% of network revenue on expenses other than compensation or facilities. Those categories have been our biggest source of expense variance over the last several cycles.

The national business team is committed to giving budget managers (school leaders, regional leaders, NeST leaders) the **knowledge**, **tools**, and **support** they need to own their budget outcomes with focuses on variable non-compensation.

- **Knowledge**: Updated monthly expense dashboard showing timely, easy to understand spending data relative to monthly targets, reporting each payroll showing overtime and missed meal penalties.
- **Tools**: the RAMP purchasing tool giving team leaders pre-approval over their team's spending, Workday hourly staff time review features
- **Support**: Monthly meetings with teams who are off-track of their budget goals, new Senior Director of Business Operations role - providing support with contract management and action planning

FY26 Business Team Priority 2: Long-Term Financial Planning

While we feel this year's budget process represented an improvement in technical and collaborative terms, we received the (accurate) feedback that budgets were being developed as a one-off exercise, absent the context of a strategic plan.

By the beginning of budget season for 2026-27, our team is committed to developing a multi-year projections tool, to help budget owners see the multi year impacts of enrollment and staffing decisions before they make them, with a focus on

- Multi year grants
- Long-term enrollment and space needs planning
- Building towards balance sheet goals

Motion:

A motion to recommend approval of the 2025-26 CA Revised Budget, including all CA School Level Budgets, to the Rocketship Board of Directors
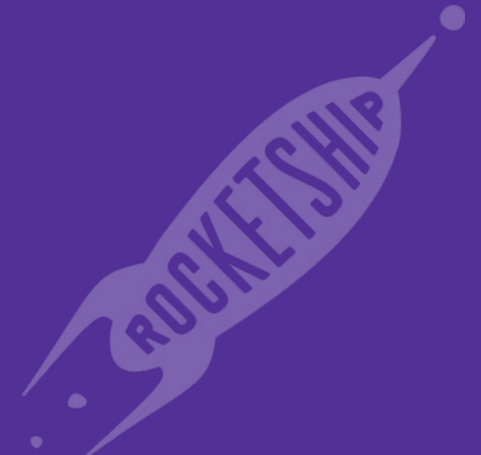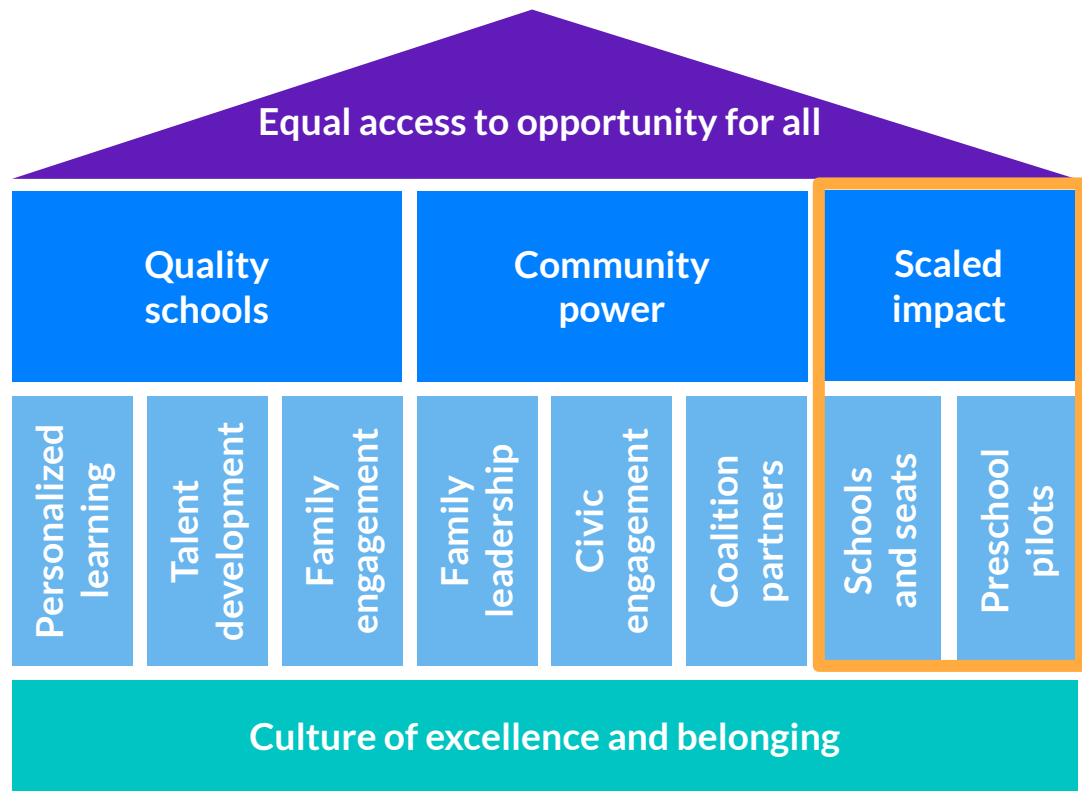
Break

Orange County Greenlighting Update

Our 5-year strategic plan identifies focus areas and goals that drive towards equal access to opportunity for all

Equal access to opportunity for all

Quality schools	Community power	Scaled impact

- Personalized learning
- Talent development
- Family engagement
- Family leadership
- Civic engagement
- Coalition partners
- Schools and seats
- Preschool pilots

Culture of excellence and belonging

44,000
Lifetime Rocketeers served
(with 27,500 served in California)

Greenlighting includes conducting qualitative and quantitative diligence across 4 areas

Mission alignment: Are there underperforming schools in this area and demand for RPS?
- What is the size of the opportunity / need for Rocketship schools (e.g., sizable achievement gap, insufficient access) to high quality public education options)?
- What is the demand (pull) for Rocketship schools – how confident are we that we can fully enroll?
- What are the enrollment dynamics of the community?

Org health: Are the internal conditions in place to grow?
- Are RPS as a network and the California region in a strong position to support a new region?
- What risks does this opportunity pose to RPS / CA and how might we mitigate?

External support: Does the external environment support our ability to scale impact?
- Do we have the necessary grass-tops (e.g., funders, RPS board support), organizational (e.g., non-profits), and grass-roots (e.g., families) support to succeed?
- What is the path to realizing a charter and facility?

Model execution: Can we execute our model with fidelity?
- Can we reach financial sustainability?
- Can we identify and deliver a facility?
- Can we meet the necessary talent needs for a robust pipeline?
- Are there any potentially significant programmatic shifts ?
- How are we going to launch (school size, configuration, etc.)?

Why OC?

➔ **Persistent need**

➔ **Enabling environment**

➔ **Momentum on the ground**

➔ **Ecosystem impact potential**

Next steps and discussion questions

Next steps

- **Complete market study** to deeply understand student / family preferences

- **Identify potential facilities and conduct site-level analyses** to confirm viability

- **Continue to build coalition of support** from grasstops to grassroots, and hire education organizer

- Complete and refine **region-specific financial model**

Discussion questions

1. What questions do you have about the OC greenlighting work done to date?

2. What resonates most (or least) about Orange County as a region for potential scaled impact?
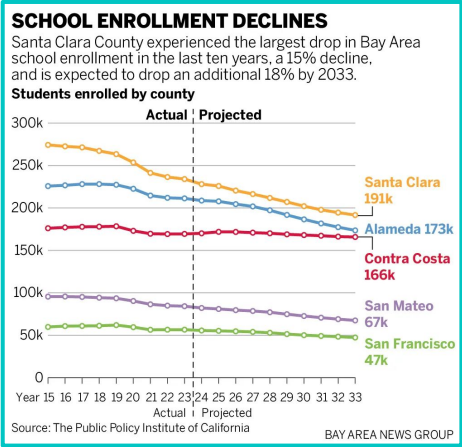
Family Engagement, Recruitment, and Enrollment Update

As of 8/8 our region is 99% to our Budget Target

	Budget Target (BT)	Target Enrollment (102% to BT)	Current Enrollment	% to BT	Student Gap to BT
CA Region	6,158	6,287	6,125	99%	-33

August Enrollment YoY: 6,125 Rocketeers (↓1.6% from last year)

Region	24-25 Enrollment	25-26 Enrollment
CA	6,225	6,125

SCHOOL ENROLLMENT DECLINES
Santa Clara County experienced the largest drop in Bay Area school enrollment in the last ten years, a 15% decline, and is expected to drop an additional 18% by 2033.
Students enrolled by county

First year of multi-year strategy to right-size region due to declining school enrollment across Bay Area, especially Santa Clara county.

52

Revised Budget Enrollment Target Recommendations

School	June Budget Target (BT)	August Budget Target (Proposed)	Change in BT (June-Aug)
RMS	474	414	- 60
RSSP	255	261	+6
RLS	312	304	-8
ROMO	556	545	-11
RDP	392	396	+4
RBM	514	507	-7
RSA	528	531	+3
RSK	531	570	+39
RFZ	502	524	+22
RRS	608	624	+16

School	June Budget Target (BT)	August Budget Target (Proposed)	Change in BT (June-Aug)
RWWC	291	286	-5
RFA	670	675	+5
RDL	530	521	-9

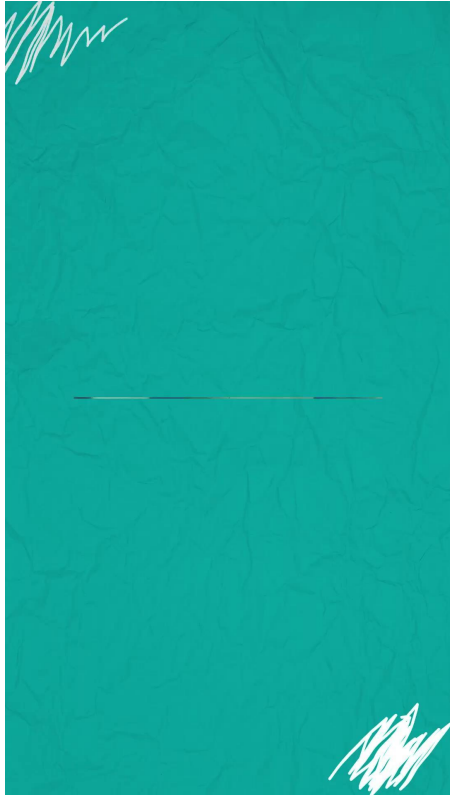|	June Budget Target (BT)	August Budget Target (Proposed)	Change in BT (June-Aug)
CA Region	6,163	6158	-5

Motion:

A motion to recommend approval of the revised Enrollment Budget Targets for all CA Schools to the Rocketship Board of Directors
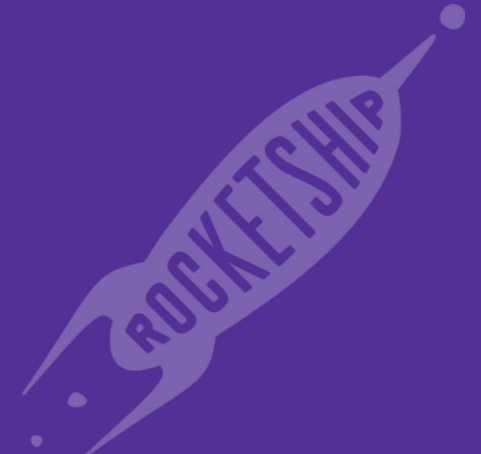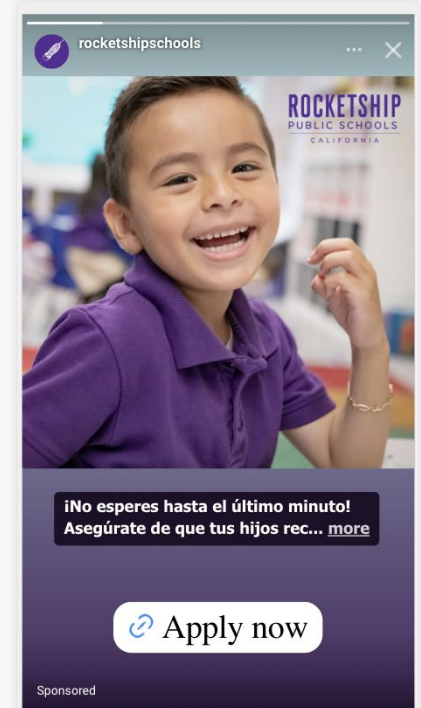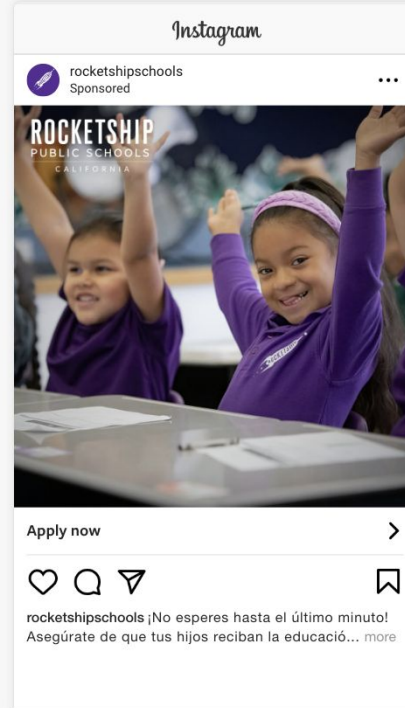
Digital Marketing Push - Ad Creative

15 Sec Vertical Spanish Ad

Spanish Meta Placements

Digital Marketing Push

| Overall Campaign	
Total Leads to Date	1469
Cost per Lead	$69.71
Applications	410
Application Rate	28%
Cost Per App	$249.75
Projected Enrollments	**205**
Proj. Cost Per Enrolled Student	**$499.51**

Campaign Insights

The results are from the total running time of the ads from **February 1st to August 14th 2025.**

From 4/14 until 8/14 **30% of all applications** came from a lead driven by one of these marketing campaigns.

Intentional focus on Day 0–30 Initiatives led to a **2% increase** in Day 1 show rate

	Day 1 Show Rate	Home Visits by Day 1 Goal: 55%	Orientation Attendance Goal: 90%
25-26	95%	62%	92%
24-25	93%	56%	95%
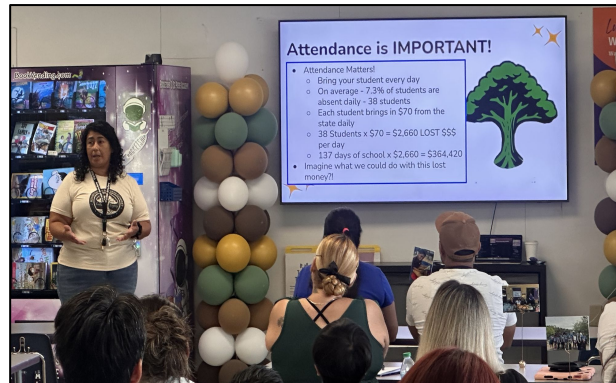
Continued focus on maintaining enrollment efforts in the Weeks 1-4 to meet and exceed our regional budget target

Key Strategies

- Leverage our Care Corps team to make daily calls to absent families and conduct door knocks for families we cannot reach by phone.

- Expand our family recruitment staff by adding two temporary recruiters and providing additional stipends for campus recruitment leads.

- Launch a new community hub at the RSSP campus to offer families in-person evening and weekend support for completing enrollment paperwork.

Talent Update

PERSONALIZED LEARNING

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

TALENT DEVELOPMENT

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

COMMUNITY POWER

Unleashing the power of families to champion their children's education, hold leaders accountable, and enable high-quality public schools to thrive.

Summer Professional Development Goals

School Leader Launch	Teacher PD
- School Leadership Teams are invested and prepared to lead a phenomenal teacher PD experience on their campuses. - School Leaders are intellectually prepared to lead content launches because of their deep internalization, planning and practice over their departments. - School Leaders are clear on how they will drive towards their enrollment goals and ultimately achieve them; thereby laying the foundation for strong family engagement and partnership.	- Teachers are deeply invested in and prepared to deliver exceptional instruction from day one, grounded in our vision for student success. - Teachers are intellectually prepared to implement new curriculum and instructional strategies because of their deep internalization, planning, and practice. - Teachers are clear on how they will build strong classroom cultures, engage families, and foster meaningful student relationships to drive academic and social-emotional growth.

Summer Professional Learning Feedback Results

"*The content/ideas/techniques discussed will support student achievement on my campus this year*"

	% rating a 4	% rating a 5
School Leader Launch	23.3%	71.6%
Teacher PD	19.1%	77.2%

New Employee Orientation (NEO)

86.4% strongly agreed that New Employee Orientation helped me better understand Rocketship's mission, culture and values

"I've learned a lot today about Rocketship history and look forward to learning more about my role! Everyone was amazing and so glad to meet the team!!"

Reflections & Learnings

	Keep for 26.27	Shifts for 26.27
School Leader Launch	Collaboration & Team Time, Dedicated time for team collaboration, discussing ways of operating, setting intentions	Differentiated sessions based on years of experience
Teacher PD	Use of video exemplars and opportunities for video analysis	More opportunities for practice and resource exploration
New Employee Orientation	Family Panel and hearing from families directly Differentiated sessions based on content	More teambuilders/icebreakers More School Leader visibility

School Staff Hiring as of 8/8 (96% Staffed)

Role	New Hires Made for 25-26	Current Vacancies	Notes
Principal	1	0	100% External
Assistant Principal	5	2	60% External 40% Internal 1-2 offers pending
Teacher and ISE Specialist	39	8	
Hourly Instructional (including paras and ILS)	12	6	
Operational and Culture Roles	2	5	

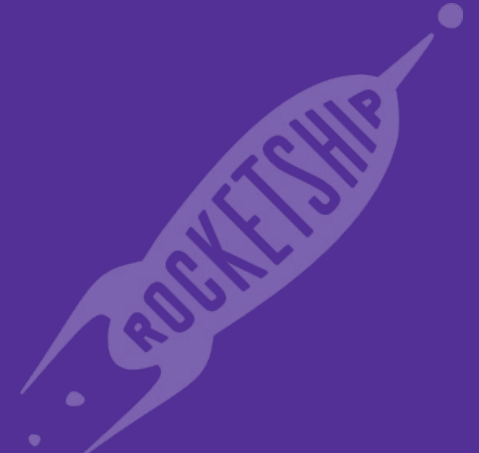# CA Talent Acquisition Summary

- Launching Teacher Residency
  - 5 hires made

- Recruiting Orange County Founding Fellows (AP Level)
  - 1 hire made; 1-2 offers pending

- Challenges we are addressing
  - Credentialing-related turnover
  - CA AP compensation

Closed Session

The CA Board Committee
is in closed session.

Closed Session: Report Out
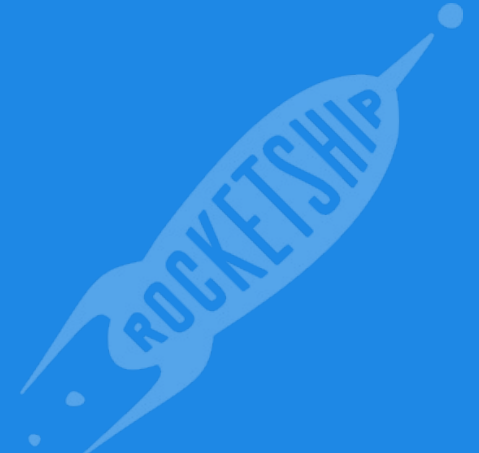
Adjourn
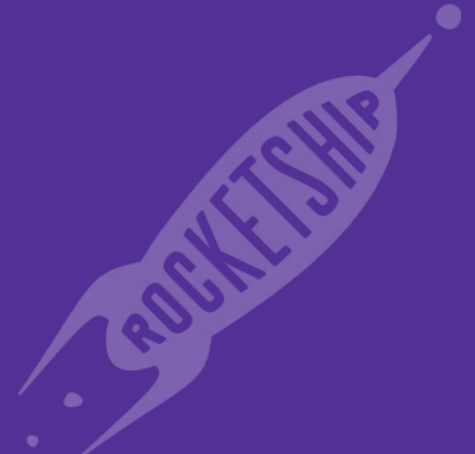
Appendix

Appendix - OC Greenlighting

Our Scaled Impact metric is defined to reflect the community impact we have over time

Goal	44,000 Lifetime Rocketeers
Definition	All students, including alumni, who have attended Rocketship schools for at least 150 days
Logic	By including both current students and alumni, Lifetime Rocketeers better captures the broader impact of operating schools in a community for many years It also credits the ongoing service of new students in schools and regions that are not growing

What greenlighting is and is not

What it is ✓

The **diligence and decision-making process** that assesses the feasibility of opening a new region / school. It looks at:

- External: Market need / demand, external environment, charter, facility, talent pipeline, and financial viability
- Internal: Capacity, capability

A process that makes an **internal recommendation** to move forward with school design, initiates more robust resource investments, and ultimately **aims to get Board approval** for the new region / school.

The **first step** in the overall process for launching a new school

What it is not ✗

It does not get to the next level of detail on **what changes are needed to our model or program** (this occurs in Design)

It is **not the final call** on opening the school. The process should set us up to make as robust a decision as possible, though we may learn more later that impacts our ability to launch on the initial timeline we planned for

The process is not set in stone – we are always looking to **make it more effective and efficient**

Basic facts about Orange County greenlighting

There are **27** districts in Orange County serving **~188,000 TK-5** students total

The **5 largest districts** (Capistrano, Santa Ana, Irvine, Garden Grove, Anaheim Elem.) serve ~**45%** of the total TK-5 population

Of **~428 schools** serving TK-5 in Orange County currently, **26 are charter schools** (5.4% of TK-5 students)

District demographics (race/ethnicity, ELL, SWD, SED), and District Unduplicated Pupil Percentage **varies between North OC and South OC**

Depending on the district, **enrollment is projected to decline** by 8.9% to 39.1% between 2023-24 to 2033-34

Many OC districts under current consideration have favorable UPP; comparable to Bay Area

XX – does not qualify for concentration grant
XX – does not qualify for supplemental grant
XX – qualifies for both grants

OC school district	District UPP (%)
Santa Ana Unified	91.1
Anaheim Elementary	88.2
Savanna	85.2
Buena Park	83.9
La Habra City	82.2
Magnolia	81.7
Garden Grove Unified	81.3
Westminster	77.6
Centralia	70.1
Ocean View	65.5
Fullerton	61.7
Orange Unified	60.0
Lowell Joint	59.2
Tustin	55.1

OC school district	District UPP (%)
Newport-Mesa	52.6
Cypress	51.3
Placentia-Yorba Linda	48.5
Saddleback Valley	46.3
Brea-Olinda	42.0
Capistrano	37.9
Huntington Beach	33.2
Fountain Valley	32.5
Irvine	30.0
Laguna Beach	19.4
Los Alamitos	18.8

Bay school district	District UPP (%)
Alum Rock Union	84
Antioch Unified	79
Franklin McKinley	74
Redwood City	61
San Jose Unified	49
Mt. Diablo Unified	47

RPS Bay Area schools' average UPP is 85.4 for FY25

Deep dive – zip code analysis (1 of 4)

		ENROLLMENT ANALYSIS							RESIDENCY ANALYSIS			
Area		**Competition**				**School quality and demographics**			**Market size**		**Income**	
Zip code	City	% of S in "low performing (<35% in ELA or Math)	Total # of TK-5 S	Total # of TK-5 S in "low performing"		Average % met/exceeded in ELA and Math	% SEL	% SED	2029 population (age 4-10)	4-10 pop 5-year CAGR	Median HH income (2024)	% HH below poverty
90603	Whittier	0.0%	414	0		46.8%	11.6%	61.4%	1534	-2.2%	$117,881	4.6%
90604	Whittier	0.0%	422	0		60.5%	3.8%	58.3%	3057	-1.4%	$98,526	8.0%
90620	Buena Park	0.0%	2457	0		53.9%	22.6%	69.3%	3238	-1.5%	$110,579	8.4%
90621	Buena Park	69.3%	2145	1487		40.0%	34.7%	77.8%	2649	-1.0%	$88,585	10.3%
90623	Buena Park	0.0%	1266	0		69.1%	14.8%	46.8%	901	-1.7%	$130,356	9.4%
90630	Cypress	0.0%	2450	0		66.7%	15.1%	43.3%	3144	-2.0%	$119,929	7.5%
90631	La Habra	19.0%	4045	768		42.1%	19.8%	73.3%	5183	-1.1%	$103,353	9.1%
90680	Stanton	100.0%	561	561		37.8%	58.6%	87.9%	2272	-0.5%	$80,491	15.6%
90720	Los Alamitos	0.0%	3081	0		80.9%	4.5%	17.4%	1644	-2.5%	$130,973	5.9%
90740	Seal Beach	0.0%	727	0		66.4%	1.8%	15.8%	979	-2.0%	$80,544	6.8%
90742	Sunset Beach	no active school	0	0		no active school	no active school	no active school	23	-2.4%	$119,600	3.4%
90743	Surfside	no active school	0	0		no active school	no active school	no active school	10	-3.6%	$120,023	2.2%
92602	Irvine	0.0%	1911	0		78.6%	17.3%	31.6%	2930	-0.6%	$140,270	10.9%
92603	Irvine	0.0%	2376	0		74.2%	18.3%	18.8%	1458	-2.4%	$195,868	6.8%
92604	Irvine	0.0%	2192	0		72.8%	17.8%	21.1%	1622	-2.4%	$123,099	10.4%
92606	Irvine	0.0%	907	0		71.2%	20.7%	19.1%	1578	-1.9%	$136,680	13.0%
92610	Foothill Ranch	no active school	0	0		no active school	no active school	no active school	890	-2.3%	$187,672	2.3%
92612	Irvine	0.0%	424	0		56.3%	27.1%	34.0%	1416	-0.6%	$94,023	22.1%
92614	Irvine	0.0%	2181	0		65.9%	23.1%	30.2%	1863	-0.1%	$117,706	15.6%
92617	Irvine	no active school	0	0		no active school	no active school	no active school	516	-0.9%	$63,939	25.5%
92618	Irvine	0.0%	4095	0		68.2%	18.9%	18.2%	6358	-1.1%	$140,305	11.0%
92620	Irvine	0.0%	5513	0		74.2%	21.1%	17.3%	5335	-2.5%	$148,830	9.6%
92624	Capistrano Beach	0.0%	336	0		62.4%	7.1%	44.3%	432	-1.3%	$117,572	3.3%
92625	Corona del Mar	0.0%	540	0		73.0%	10.2%	22.8%	495	-0.9%	$200,001	7.0%
92626	Costa Mesa	28.2%	2493	702		52.4%	21.6%	63.4%	3132	-0.3%	$107,809	9.3%
92627	Costa Mesa	42.0%	2395	1006		44.6%	33.5%	67.8%	4636	-0.2%	$108,517	7.8%
92629	Dana Point	0.0%	384	0		47.4%	21.1%	45.1%	1213	-1.1%	$123,798	7.3%

Source: Internal analysis, California Department of Education, ESRI

Deep dive – zip code analysis (2 of 4)

| Area | | ENROLLMENT ANALYSIS | | | | | | RESIDENCY ANALYSIS | | | |
| | | Competition | | | School quality and demographics | | | Market size | | Income | |
Zip code	City	% of S in "low performing (<35% in ELA or Math)	Total # of TK-5 S	Total # of TK-5 S in "low performing"	Average % met/exceeded in ELA and Math	% SEL	% SED	2029 population (age 4-10)	4-10 pop 5-year CAGR	Median HH income (2024)	% HH below poverty
92630	Lake Forest	30.8%	3714	1143	50.9%	23.6%	47.0%	5539	-1.1%	$123,022	8.1%
92637	Laguna Woods	no active school	0	0	no active school	no active school	no active school	100	5.9%	$52,756	10.8%
92646	Huntington Beach	0.0%	2791	0	77.1%	6.3%	26.9%	3397	-1.9%	$124,565	5.5%
92647	Huntington Beach	16.7%	3727	623	54.6%	20.8%	56.7%	3971	-0.8%	$108,340	9.3%
92648	Huntington Beach	0.0%	1393	0	72.9%	6.2%	32.4%	2361	-0.6%	$118,599	6.8%
92649	Huntington Beach	0.0%	949	0	57.7%	10.1%	41.4%	1780	-1.2%	$120,318	6.4%
92651	Laguna Beach	0.0%	971	0	78.5%	3.1%	18.9%	971	-1.6%	$164,960	5.7%
92653	Laguna Hills	0.0%	1091	0	55.2%	19.2%	50.2%	1895	-1.3%	$127,087	8.4%
92655	Midway City	0.0%	1009	0	53.7%	51.0%	76.3%	500	-1.5%	$73,875	19.0%
92656	Aliso Viejo	0.0%	2614	0	64.5%	9.9%	29.3%	3976	-1.7%	$131,155	5.9%
92657	Newport Coast	0.0%	390	0	79.3%	15.4%	17.4%	693	-1.5%	$200,001	6.8%
92660	Newport Beach	0.0%	1777	0	63.5%	6.2%	26.3%	2162	-1.3%	$164,926	8.5%
92661	Newport Beach	0.0%	292	0	76.1%	1.4%	25.3%	106	-1.6%	$200,001	6.0%
92662	Newport Beach	no active school	0	0	no active school	no active school	no active school	52	-1.5%	$177,973	0.6%
92663	Newport Beach	0.0%	410	0	69.2%	6.3%	35.1%	888	-0.6%	$133,886	7.5%
92672	San Clemente	0.0%	1584	0	51.6%	17.2%	41.0%	2585	-0.9%	$109,575	6.9%
92673	San Clemente	14.2%	1535	218	70.3%	4.3%	20.8%	2301	-1.4%	$180,595	4.1%
92675	San Juan Capistrano	76.4%	3434	2625	31.9%	21.1%	59.9%	2741	-0.8%	$126,543	7.5%
92676	Silverado	no active school	0	0	no active school	no active school	no active school	105	-0.4%	$113,855	12.1%
92677	Laguna Niguel	9.2%	3444	317	66.4%	10.2%	29.2%	3904	-1.3%	$141,568	6.9%
92679	Trabuco Canyon	0.0%	1539	0	71.6%	5.1%	18.9%	2369	-2.2%	$200,001	3.7%
92683	Westminster	37.7%	4746	1790	49.3%	35.5%	76.0%	5370	-1.3%	$83,821	15.8%
92688	Rancho Santa Margarita	0.0%	2917	0	62.8%	9.7%	32.4%	3368	-1.9%	$145,896	4.5%
92691	Mission Viejo	14.2%	3917	557	60.9%	13.9%	40.8%	3013	-1.7%	$140,075	4.6%
92692	Mission Viejo	0.0%	1975	0	77.1%	10.1%	26.8%	2757	-1.6%	$137,760	5.9%
92694	Ladera Ranch	0.0%	3064	0	78.4%	4.0%	15.6%	4395	-1.0%	$181,443	3.9%
92697	Irvine	no active school	0	0	no active school	no active school	no active school	2	0.0%	$22,452	50.0%

Source: Internal analysis, California Department of Education, ESRI

Deep dive – zip code analysis (3 of 4)

Area		ENROLLMENT ANALYSIS						RESIDENCY ANALYSIS			
		Competition			School quality and demographics			Market size		Income	
Zip code	City	% of S in "low performing (<35% in ELA or Math)	Total # of TK-5 S	Total # of TK-5 S in "low performing"	Average % met/exceeded in ELA and Math	% SEL	% SED	2029 population (age 4-10)	4-10 pop 5-year CAGR	Median HH income (2024)	% HH below poverty
92701	Santa Ana	100.0%	3981	3981	29.1%	53.3%	79.7%	5023	0.0%	$65,910	18.0%
92703	Santa Ana	79.1%	4025	3185	27.0%	58.6%	88.9%	4721	-1.0%	$81,393	12.4%
92704	Santa Ana	71.9%	5950	4276	30.9%	48.7%	81.4%	6197	-1.3%	$92,933	10.2%
92705	Santa Ana	27.9%	4810	1341	55.4%	20.2%	50.1%	3469	-1.2%	$128,180	9.2%
92706	Santa Ana	100.0%	1591	1591	32.9%	42.0%	79.6%	2641	-1.1%	$93,425	13.6%
92707	Santa Ana	100.0%	3198	3198	23.3%	54.3%	86.6%	4448	-0.6%	$99,089	8.4%
92708	Fountain Valley	0.0%	4195	0	73.1%	19.5%	38.7%	3119	-1.7%	$109,616	8.5%
92780	Tustin	88.0%	2953	2599	24.6%	37.6%	84.8%	3915	-1.2%	$93,380	10.1%
92782	Tustin	0.0%	1816	0	64.3%	7.5%	36.7%	2441	-1.5%	$146,619	7.5%
92801	Anaheim	64.3%	4660	2995	33.4%	41.8%	78.0%	4653	-1.1%	$81,039	14.9%
92802	Anaheim	78.9%	2611	2059	25.4%	48.1%	80.1%	3275	-0.7%	$78,706	13.7%
92804	Anaheim	34.2%	5205	1781	39.4%	42.2%	84.2%	6549	-1.0%	$79,297	17.0%
92805	Anaheim	89.8%	4473	4017	27.1%	47.2%	81.6%	6390	-0.5%	$85,053	13.8%
92806	Anaheim	100.0%	2273	2273	26.4%	47.2%	78.9%	2963	-0.2%	$97,979	10.5%
92807	Anaheim	0.0%	2867	0	66.6%	9.0%	30.3%	2578	-1.6%	$135,897	6.1%
92808	Anaheim	0.0%	965	0	70.5%	7.4%	31.4%	1301	-1.9%	$154,791	4.4%
92821	Brea	0.0%	2736	0	63.1%	12.4%	23.0%	3031	-1.6%	$114,953	7.0%
92823	Brea	no active school	0	0	no active school	no active school	no active school	538	-1.7%	$168,677	6.8%
92831	Fullerton	36.0%	1713	616	55.2%	24.4%	56.9%	2431	-0.3%	$85,293	16.9%
92832	Fullerton	37.4%	1480	553	42.0%	25.7%	63.2%	1968	-0.6%	$89,877	13.1%
92833	Fullerton	46.8%	2835	1328	48.7%	28.0%	57.6%	3713	-1.7%	$109,832	10.5%
92835	Fullerton	0.0%	1882	0	67.0%	12.5%	34.1%	1605	-1.8%	$136,040	5.3%
92840	Garden Grove	41.6%	2994	1245	44.7%	39.7%	84.1%	3618	-0.8%	$92,616	11.1%
92841	Garden Grove	26.5%	2780	736	44.3%	42.2%	86.0%	2472	0.2%	$81,868	15.5%
92843	Garden Grove	29.7%	3745	1112	47.9%	45.1%	86.4%	3114	-1.2%	$90,291	14.2%
92844	Garden Grove	34.2%	2386	816	54.6%	49.2%	81.7%	1651	-0.6%	$78,493	15.7%
92845	Garden Grove	0.0%	1733	0	77.5%	8.8%	39.6%	1055	-1.7%	$132,338	4.9%

Source: Internal analysis, California Department of Education, ESRI

Deep dive – zip code analysis (4 of 4)

| Area | | ENROLLMENT ANALYSIS | | | | | | RESIDENCY ANALYSIS | | | |
| | | Competition | | | School quality and demographics | | | Market size | | Income | |
Zip code	City	% of S in "low performing (<35% in ELA or Math)	Total # of TK-5 S	Total # of TK-5 S in "low performing"	Average % met/exceeded in ELA and Math	% SEL	% SED	2029 population (age 4-10)	4-10 pop 5-year CAGR	Median HH income (2024)	% HH below poverty
92845	Garden Grove	0.0%	1733	0	77.5%	8.8%	39.6%	1055	-1.7%	$132,338	4.9%
92861	Villa Park	0.0%	1005	0	61.0%	4.5%	33.6%	318	-2.2%	$200,001	6.5%
92865	Orange	27.7%	1070	296	46.2%	31.1%	72.0%	1687	-1.1%	$120,603	9.0%
92866	Orange	50.1%	731	366	34.6%	33.5%	86.9%	1198	0.1%	$91,338	11.0%
92867	Orange	100.0%	1109	1109	35.7%	44.3%	84.2%	3178	-1.5%	$120,321	8.0%
92868	Orange	0.0%	666	0	45.6%	35.6%	86.9%	1707	-0.2%	$92,230	12.5%
92869	Orange	10.7%	2877	307	54.3%	21.3%	56.4%	2361	-1.6%	$145,605	5.2%
92870	Placentia	11.2%	3951	442	61.9%	20.7%	46.2%	3879	-1.1%	$113,114	9.4%
92886	Yorba Linda	1.1%	2642	29	75.2%	9.8%	25.9%	3364	-2.0%	$154,371	7.9%
92887	Yorba Linda	0.0%	1088	0	74.3%	7.6%	23.2%	1267	-1.8%	$161,341	3.3%