



F.A.M.E., Inc.

Finance Committee Meeting

Date and Time

Tuesday December 10, 2019 at 5:30 PM CST

Location

Gentilly Campus; 4720 Painters St.; New Orleans, LA; Conference Room

Agenda

	Purpose	Presenter	Time
I. Opening Items			5:30 PM
Opening Items			
A. Record Attendance and Guests		Calvin Tregre	1 m
B. Call the Meeting to Order		Calvin Tregre	
C. Approve Minutes	Approve Minutes	Calvin Tregre	1 m
Approval of the minutes from the meeting on October 22, 2019			
II. Finance Reports			5:32 PM
Finance Committee			
A. Audit Report for Fiscal Year Ended June 30, 2019	FYI	LaPorte, APAC	30 m
The committee will review the audit report.			

	Purpose	Presenter	Time
B. Financial Statements for the Period Ended November 30, 2019	Discuss	Justin Anderson	30 m
III. Other Business			6:32 PM
A. Proposed Consulting Contract	Vote	Calvin Tregre	10 m
IV. Closing Items			6:42 PM
A. Announcements	FYI	Calvin Tregre	5 m
B. Adjourn Meeting	Vote		

Coversheet

Approve Minutes

Section: I. Opening Items
Item: C. Approve Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: 2019_10_22 finance_committee_meeting_agenda_minutes (1).docx



F.A.M.E., Inc.

Finance Committee Meeting

Minutes

Date and Time

Tuesday, October 22, 2019 at 5:30 PM CST

Location

Gentilly Campus; 4720 Painters St.; New Orleans, LA; Conference Room

I. Opening Items

A. Record Attendance and Guests

Name	Term Expiration Date	Present/Absent
Calvin Tregre	2020	Present
Melissa Russell	2020	Present
Harold LeBlanc	Community Member	Present
Jorge Perez	Community Member	Absent
Cristine Coleman	Parent Member	Present
Justin Anderson	CFO	Present

B. Meeting was called to order at 5:40p.m. by Mr. Tregre.

C. Minutes from the May 14, 2019 meeting were presented and unanimously approved.

II. Financial Business

A. Mr. Anderson presented the unaudited financial statements for the fiscal year ended, June 30, 2019. Discussion followed the presentation.

B. Mr. Anderson presented the financial statements for the period ended September 30, 2019. Discussion about the actual to budget variances followed the presentation. An additional report on the extraordinary expenditures was requested for the next meeting.

III. Other Business

A. An update on the bank loan and related construction project was provided.

B. An update on the two new 501C3 organization was provided.

IV. Closing Items

A. The Finance Committee was adjourned at approximately 7:30 p.m. Motion by Harold LeBlanc and Seconded by Melissa Russell.

Coversheet

Proposed Consulting Contract

Section: III. Other Business
Item: A. Proposed Consulting Contract
Purpose: Vote
Submitted by: Calvin Tregre
Related Material: Please_DocuSign_BEP_-_Audubon_Schools_contra (1).pdf

BACKGROUND:

Audubon was chosen to take part in a strategic planning cohort hosted and partially sponsored by the Charter School Growth Fund, one of our largest philanthropic partners. As a part of this cohort, the Charter School Growth Fund is underwriting \$46,000 of the cost of this contract, making Audubon responsible for just \$30,000 in fees. The contract terms call for \$15,000 to be paid at the time of signing with the remainder due upon completion of the project in March 2020.

RECOMMENDATION:

The Administration is recommending approval of the attached contract. The Finance Committee is asked to review the attached contract, and make a recommendation to the Board regarding the contract.



CONSULTING AGREEMENT

This Consulting Agreement (“Agreement”) is entered into and effective as of November 13, 2019 by and between Bellwether Education Partners, Inc. (“Bellwether”) (“Consultant”), having its principal address at 517 Boston Post Road #171, Sudbury, MA 01776 and French and Montessori Education, Inc. dba Audubon Schools, dba Audubon Charter School (“Audubon”), having its principal office at 428 Broadway Street, New Orleans, LA 70118. The purpose of this Agreement is to set forth the terms and conditions under which Bellwether will perform consulting services (“Services”) for Audubon.

A. Consulting Services

1. Bellwether agrees to perform Services for Audubon as agreed by Bellwether and Audubon. This Agreement shall commence on November 13, 2019 and shall continue until the Services are completed, unless terminated at an earlier date by either party pursuant to the terms set forth in Section “D” below.
2. Services to be performed by Bellwether will be as set forth in Statements of Work signed by Bellwether and Audubon. Bellwether agrees to perform Services in a professional manner and to meet schedules established in Statement of Work. Bellwether agrees to promptly notify Audubon if it will not be able to comply with any provision of a Statement of Work.
3. Bellwether shall perform the Services under the general direction of Audubon, but Bellwether shall determine the manner and means by which the Services are accomplished and Audubon agrees to abide by Bellwether decisions.
4. Bellwether acknowledges that (i) it is a consultant of Audubon, not an employee, (ii) its services will be utilized by Audubon on an as-needed basis, and (iii) Audubon has no continuing obligation to use its services.
5. Audubon acknowledges that Bellwether does not represent clients in the media and that Bellwether team members undertake no lobbying activities. At no time under this engagement will any employee or contractor of Bellwether be involved in any work or activity that would require lobbying disclosure pursuant to any federal, state, or local law or regulation.

B. Compensation

1. The rate of compensation to be paid to Bellwether will be as set out in each Statement of Work.
2. Bellwether will report time spent on Services associated with Statement of Work and invoice Audubon for Services at a frequency specified in the Statement of Work.
3. Audubon shall pay all undisputed fees within 30 business days after receipt of Bellwether’s invoice. If Audubon disputes any of Bellwether’s invoiced fees, Audubon shall advise Bellwether in writing within 14 days of receipt of Bellwether’s invoice. Any dispute over fees that is not raised within the 14 day period will be considered waived.
4. Bellwether is not eligible to participate in any employee benefits of Audubon regular employees.

5. Bellwether shall be responsible for the payment of any and all taxes due as a result of the Services performed by Bellwether. Bellwether shall indemnify and hold harmless Audubon from any obligation to pay any sales or withholding taxes, social security, unemployment or disability insurance or similar charges including any interest or penalties, in connection with any payments made to Bellwether.

C. Confidentiality and Ownership

1. Bellwether represents and warrants that (i) it is free to enter into this Agreement; (ii) the services and work product it provides under any Statement of Work will be original; (iii) no portion of any services or work product it provides under a Statement of Work, or its use or distribution by a client of Bellwether, will violate or be prohibited by any right, title or interest of any kind of any third party entity; and (iv) it is not bound by any employment agreement, restrictions or obligations which would interfere or be inconsistent with the services it furnishes hereunder or its disclosure or use of any ideas, processes, designs, data, or other information in performing services hereunder.
2. Bellwether acknowledges and agrees that any work product it creates under a Statement of Work is proprietary to and the exclusive property of Audubon.
3. Bellwether agrees not to disclose any information about any work it performs for Audubon to any third party unless authorized in writing to do so.

D. Termination

1. Bellwether or Audubon may terminate this Agreement without cause upon 30 days written notice to the other party. In the event of termination pursuant to this clause, Audubon shall pay Bellwether any fees then due and payable for services completed up to and including the date of such termination.
2. Bellwether or Audubon may terminate this Agreement, effective immediately upon written notice to the other party to this Agreement, if the other party materially breaches this Agreement, and such breach is incapable of cure, or with respect to a material breach capable of cure, the other party does not cure such breach within ten business days after receipt of written notice of such breach.

The provisions of Section C shall survive any termination of this Agreement.

E. Dispute Resolution

In the event the parties are unable to resolve a dispute arising from this Agreement, either party may commence arbitration by sending a written demand for arbitration to the other party, setting forth the nature of the matter to be resolved by arbitration. There will be one arbitrator, who will be selected within fourteen (14) calendar days after the demand for arbitration is mailed. The arbitration shall be conducted in accordance with the procedural rules of the American Arbitration Association and the substantive law of the District of Columbia will be applied by the arbitrator. Arbitration will take place in the District of Columbia unless the parties otherwise agree. As soon as reasonably practicable, a hearing with respect to the dispute or matter to be resolved will be conducted by the arbitrator. As soon as reasonably practicable thereafter, the arbitrator will arrive at a final decision, which will be reduced to writing, signed by the arbitrator and mailed to each of the parties and their legal counsel. The arbitrator's award will be final, binding and conclusive on the parties.

Judgment may be entered upon the arbitrator’s award in accordance with applicable law in any court having jurisdiction.

F. Remedies and Attorneys’ Fees

The remedies provided to the parties hereto by this Agreement are not exclusive or exhaustive, but cumulative and in addition to any other remedies the parties hereto may have, at law or in equity.

Should a party hereto institute any action or proceeding at law or in equity or in connection with an arbitration, to enforce any provision of this Agreement, including an action for declaratory relief, or for damages by reason of an alleged breach of any provision of this Agreement or otherwise in connection with this Agreement, or any provision thereof, the prevailing party is entitled to recover from the losing party or parties reasonable attorneys’ fees and costs for services rendered to the prevailing party in such action or proceeding.


G. Other Business Activities

Bellwether may be engaged or employed in any other business, trade, profession, or other activity while performing work under the Agreement.

H. General Provisions

1. This Agreement shall be governed by the laws of the District of Columbia applicable to contracts made in the District of Columbia between residents of the District of Columbia.
2. If any term or provision of this Agreement is invalid, illegal, or unenforceable in any jurisdiction, such invalidity, illegality or unenforceability shall not affect any other term or provision of this Agreement or invalidate or render unenforceable such term or provision in any other jurisdiction.
3. This Agreement contains the entire agreement of the parties hereto with respect to the subject matter hereof and supersedes all prior agreements written or oral with respect thereto. This Agreement may be amended, superseded, canceled, renewed or extended, and the terms hereof may be waived, only by a written instrument signed by each of the parties or, in the case of a waiver, by the party waiving compliance.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date herein above written.

Audubon Schools	Bellwether Education Partners
Signature:	Signature: 
Name: Latoye Brown	Name: Rebecca G. Goldberg
Title: Chief Executive Officer	Title: Partner
Date:	Date: November 13, 2019
	Taxpayer ID# 26-1914515

Statement of Work

Bellwether will provide the following services under the terms of the Consulting Agreement dated November 13, 2019 between French and Montessori Education, Inc. dba Audubon Schools, dba Audubon Charter School and Bellwether Education Partners, Inc.

A. Bellwether Contact

Katie Rouse and Rebecca Goldberg

B. Audubon Contact

Latoye Brown


C. Specific Services

See attached project scope (CSGF SGI revised approach and scope of work Audubon.pdf).

D. Payment

Audubon agrees to pay Bellwether \$30,000 for this project, payable as follows:

1. \$15,000 upon signing of contract;
2. \$15,000 upon completion of project.

Audubon Schools	Bellwether Education Partners
Signature:	Signature: 



Partnership with CSGF to conduct Strategic Growth Institute #2 REVISED SEPTEMBER 2019

In early 2018, Bellwether partnered with CSGF to conduct a Strategic Growth Institute (SGI) with six organizations invited by CSGF to participate in the process. Over the course of the experience, participants clarified their visions for growth, and developed a robust plan to fund, execute, and lead the growth process. Feedback from both participants and leaders at CSGF included the value of the tailoring and the clarity that it brought to each organization. Below is a recap and reminder of the SGI process, timeline, and budget we propose to support the second cohort.

Program background

As a sector, it is imperative for the next generation of charter operators to grow into strong CMOs to meet increasing demand with ever-increasing quality. Since its inception, Bellwether has engaged with CMOs directly and with organizations such as human capital nonprofits, advocacy organizations, city-level harbor masters and foundations that support the growth of CMOs. We have developed an unparalleled combination of knowledge, tools and experience that has grown out of working deeply with hundreds of CMOs and related organizations in the sector.

In 2016, seeing great demand from burgeoning charter management organizations for strategic planning, and the benefit to organizations of learning from their peers through the process, Bellwether developed the Strategic Growth Institute (SGI). The SGI is a 5 month-long engagement for a cohort of organizations who intend to expand to serve more students. The experience builds leadership capacity in terms of sophistication of thinking about growth and the organizational transitions it entails, and also results in a strategic plan and financial model for use both internally and with funders.

Outcomes for each participating school

- **Strategic plan:** All participating schools develop a three to five year strategic growth plan in PowerPoint format designed to support their growth into a multi-school network. This cohort will include particular focus on defining: 1) theory of action/intended impact, 2) instructional model that will be replicated/adapted for scale, 3) market landscape and demand for growth 4) network model and accompanying staffing/organizational structure, and 5) implementation priorities that support high-quality growth. We have found that every early stage charter network needs clarity around these core elements and that they benefit tremendously from exposure to other organizations at the same developmental stage and a stage ahead of them.
- **Financial model:** All participating schools develop a multi-year staffing model and financial model (number of years vary, but all models should include getting to full enrollment of planned schools) designed to be used as a decision making tool to ensure strategic and sustainable use of resources through growth.
- **Leadership capacity:** Leaders who go through the process gain an increased understanding of the challenges and hurdles of growth as well as tools to pre-empt frequent challenges that growing organizations face. The process results in a deepened understanding of what it will require of leadership and of the organization to grow effectively.
- **Engagement from primary stakeholders:** Schools will receive guidance and support from Bellwether on how they can engage with staff members, board members, funders, and other stakeholders to achieve engagement and alignment around key decisions that need to be made during the strategic planning process.

Components of cohort experience



- **Readiness assessment and diagnostic visit:** An up-front visit at the launch of the work will enable Bellwether to complete a “readiness to grow” diagnostic and instructional assessment of the school. Together, Bellwether and the participating organizations use that information to identify a small number of customized focus areas for each school.
- **Tailored Advising:** Bellwether’s team will provide customized, tailored support to ensure that schools and leaders have the necessary support to make progress on their strategic planning work. This support will include weekly or bi-weekly (weekly most weeks, except during holiday breaks or other unusual times for either networks or Bellwether) meetings or video calls with a senior Bellwether leader and other team members as needed, depending on the topic. After the initial sessions designed to orient participants to the approach, the focus of these sessions will quickly shift to providing feedback and advice to participants based on pre-work completed in advance of the advising session. The goal is to have these sessions structured like a “flipped classroom” with cohort participants completing pre-reading and work in advance in conjunction with their team.
- **Collaborative Cohort Working Sessions:** There will be 2 in-person sessions of 1-1.5 days with all members of the cohort. These sessions will provide opportunities to get feedback on work in progress from one another and Bellwether. The sessions are structured to include significant interaction among participants, often in consultancy formats or other collaborative-problem solving formats, and provide an opportunity to deepen thinking and progress on draft materials. In addition, there will be a half-day virtual convening to share draft plans and receive feedback at the end of the cohort experience. *Depending on the composition of the cohort, we may adjust the topics and number of sessions to meet the needs of all participants.*

Roles and responsibilities

- **School network:** The school network should assemble a small “core” team of leaders to participate in most elements of the work. We can work with each school to determine participants for each specific meeting/event to maximize efficiency and effectiveness, but the school should identify folks to play the following roles at the outset (in some networks, multiple roles may be played by the same person):
 - **Day-to-day leader:** This person will play a key role in driving pre-work, internal team decision-making around growth, and execution of the SGI process. **This will usually be the CEO/ED.** This person should expect to dedicate at least 5 hours/week (roughly 20-25 hours/month) to the planning process throughout the cohort, including more at the beginning and end of the process. This person will also play a key role in identifying the appropriate stakeholders to engage throughout the process (see below).
 - **CEO/ED:** If the CEO is not the key leader of this work s/he needs to be deeply involved in the work and participating in key discussions about growth offline, as well as joining advisory calls and the collaborative working sessions. This will require roughly 2 hours per week at minimum.
 - **Financial model lead:** This is often the Finance Director or COO, who will be responsible for building and/or updating a multi-year financial model tool to support strategic decision making during this process and beyond. This person should be engaged from the beginning in the SGI process. This may also be an outsourced provider willing to partner closely with Bellwether to create this model and support the school in using it on an ongoing basis.
 - **Instructional model lead or leads:** This person or people should play a key role in the process in working with Bellwether to assess and evaluate the current instructional vision and execution and identify priorities for updating the instructional approach. This could include school leaders and any network leaders who are decision-makers for the instructional program.



- (Optional, depending on team) *Development/External Relations lead*: Some schools have found it helpful to engage their development/external relations leader in developing the external-facing strategic plan document.
- *Board member liaison to strategic planning process*: Each CEO/ED should work with his/her board to identify at least one board member who will be engaged throughout SGI. This person will not attend every weekly advising session, but will be engaged in a few key ways: 1) participate in an interview at the start of the SGI process to share his/her perspectives on potential growth; 2) provide updates to the board (committee or full board as is appropriate) about the process and recommendations coming out of SGI; and 3) participate in a subset of advising sessions on highly relevant topics. Depending on the stage of the board’s development, it may make sense for the board liaison to facilitate additional offline touchpoints with the board’s committee.
- *Bellwether Education Partners*: Bellwether will design the cohort experience, conduct focused external research, bring data and examples from similar organizations, surface options and highlight trade-offs, facilitate discussions related to key decisions, and support hands-on refinement of key materials (such as the PPT version of the strategic plan). Our most important role in this process will be “critical friend” and “connector”, challenging the thinking and bringing an objective, outside perspective informed by significant experience working with a variety of charter schools and networks.

Throughout the engagement, Bellwether will provide customized support for decision-making and strategic plan development that includes:

- Decision-approach frameworks and key questions to consider,
- Tools and templates to enhance data collection and decision-making,
- Examples from other high-performing organizations,
- Tailored thought partnership grounded in experience both on-the-ground and in advising a wide range of charters, CMOs, and other education organizations to help shape and refine each element of your strategic plan,
- Thoughtful engagement of third-party experts to share experiences and provide input to SGI participants,
- Detail-oriented project management to ensure SGI participants fully understand the process, expectations, and next steps at each stage of the process, and
- A high degree of responsiveness and tailoring to school needs

Decisions to be made/codified during the SGI

This table is an index of the topics we plan to cover through the experience. Specific topics will be tailored to meet the needs of each school depending on the questions/topics they want to address, as well as the results of the diagnostic visit(s).

Category	Topic	Key decisions/outcomes
Core Decisions	Vision for long-term impact and growth	<ul style="list-style-type: none"> ● Rationale for growth and draft growth plan (to be refined through the work) ● Mechanism for growth (replication, addition of grade levels, etc.) ● Intended impact and theory of change ● Unique value proposition of school(s)



	<p>Market landscape assessment</p>	<ul style="list-style-type: none"> ● Key criteria for deciding where to grow (demographics, need, distance from target location, authorizer, etc.) ● Summary of current student demographics and waitlist data- race/ethnicity, economically disadvantaged, location by zip code (as needed), waitlist length ● Assessment of supply/demand in local geography, including: <ul style="list-style-type: none"> ■ Need: Seat quality gap ■ Demand for charter schools from families (if available) ■ Plan for how other charters will grow (if available) ● Understanding of political and chartering landscape ● High-level plan for how to seek input / engage community on demand and need for school model ● Understanding of how student demographics may evolve in new school(s)
	<p>Instructional Model</p>	<ul style="list-style-type: none"> ● Analysis of results to date, by sub-group and over time ● Assessment of strengths and gaps of current academic program ● Network model philosophy and degree of standardization specific to instructional program. ● Codification of key elements of the model at current school(s) that will be replicated and scaled with plan for how/if these evolve due to growth factors such as changing demographics. Program elements include description of student impact goals and approaches for: curriculum, instruction, assessment, data analysis, intervention, instructional staffing, and professional development ● Plan for progress monitoring program quality across multiple school sites.
	<p>Organizational structure and network model</p>	<ul style="list-style-type: none"> ● Network model philosophy and degree of standardization ● Approach to network staffing vs. school staffing and network staffing expansion over time ● Organizational roles, responsibilities, and hiring timelines
<p>Execution</p>	<p>Talent approach</p>	<ul style="list-style-type: none"> ● Talent philosophy and targeted strategy on high-need areas, potentially including: <ul style="list-style-type: none"> ○ Teacher recruitment/selection and development ○ Cross-campus engagement and “seeding” of new campuses ○ Leader development



	Priorities, metrics, and greenlighting	<ul style="list-style-type: none"> • Setting multi-year strategic priorities and initiatives that will guide strategic plan • Target metrics/milestones for strategic plan • Greenlighting process to determine readiness to launch new schools
	Financial model and metrics development	<ul style="list-style-type: none"> • Financial goals / metrics for network • Financial model including school-level staffing model and network office staffing model • Calculation of philanthropic need (total and by year)
Synthesis	Stakeholder communication and change management	<ul style="list-style-type: none"> • Board and team engagement and communication • Change management
	Implementation	<ul style="list-style-type: none"> • Developing implementation plans • Risks and strategies to mitigate

Candidates for participation

Strong candidates for joining the SGI meet the following criteria:

- Currently operate 1 to 3 charter schools
- Have strong results and are looking to grow over the next 3 to 5 years
- Have stable school culture and organizational leadership
- Have questions about how to approach your growth or infrastructure to support growth and a network and would like strategic support
- Eager and invested in developing a multi-year plan to guide growth
- Have a Chief-level leader who can dedicate ~5 hours to this work weekly including:
 - Leading internal 1:1 and team conversations about growth-related topics
 - Completing structured pre-work documents to prepare for advisory calls
 - Attending 2 in-person convenings (these weeks will require significantly more time)
 - Capturing strategic growth approach in codified document (usually PPT)
 - Overseeing development of a financial model (by another team member)
- Are eager to learn and have thinking pushed (by Bellwether and other participating organizations) and push others’ thinking about how to approach this work effectively and in the best interest of kids

Timeline and process for identifying schools

In April 2019, We discussed the following timeline with the CSGF team for the fall 2019 SGI:

- August 2019: CSGF confirms members of ECMO cohort and provides schools with short description of SGI opportunity (included as an attachment to this scope of work)



- September 2019: Bellwether (with CSGF as optional participant) conducts matching calls/webinars with interested schools to assess mutual fit for SGI
- By end of September: Bellwether, CSGF, and schools confirm cohort participants in CSGF SGI Cohort 2
- October 21st: Launch CSGF SGI cohort
- Weeks of Thanksgiving and Christmas: no cohort work
- Late March: Complete CSGF SGI cohort

How we work with partners/funders/intermediaries

Our most successful SGI experiences involve the thoughtful participation of a funder or other intermediary partner to support both Bellwether and participants through the experience. The role of the partner is four-fold:

- 1) **Help to identify participants for the cohort.** Partners are usually critical resources in identifying organizations who would be strong candidates for this process. Bellwether will offer webinars to potential participants to learn more about the process and engage in a mutual fit discussion with candidates upon referral by the partner organization.
- 2) **Provide funding or partner to fundraise to support the cohort.** Many participants in the SGI cohort have limited funds to contribute to strategic planning. Often partners will pay 80-100% of the cost of participation on behalf of participating organizations. If that funding is not available in the partner budget, Bellwether can collaborate with prospective partners to identify funding support for the work.
- 3) **Provide light-touch engagement and support throughout the experience.** We find that a monthly check-in to provide a progress update and discuss any challenges can be quite helpful. Often the partner will help manage any process concerns and review the materials that Bellwether is sharing with participants. Partners sometimes choose to attend selective portions of the cohort working sessions to engage with participants and see progress-to-date.
- 4) **Continue to support and engage participants after the SGI is completed.** Ongoing financial and advisory support can be very helpful to participants after their engagement in the SGI. A partner in the growth process is invaluable to small organizations who are often doing this for the first time.

In the interest of being able to provide the best support possible to participating organizations, Bellwether generally does not share with the partner work-in-progress or specifics of the plans that participants are developing unless the schools have given us explicit permission to do so. We are certainly willing to work in different ways ensuring we are fully transparent with participants from the beginning.

Qualifications and experience

Bellwether Education Partners is a national nonprofit focused on dramatically changing education and life outcomes for underserved children. We do this by helping education organizations accelerate their impact and by working to improve policy and practice.

Bellwether envisions a world in which race, ethnicity, and income no longer predict opportunities for students, and the American education system affords all individuals the ability to determine their own path and lead a productive and fulfilling life.

Our work focuses on five service areas:

1. Policy analysis and research
2. Strategy and growth planning



3. Organizational effectiveness and efficiency
4. Implementation support
5. Educational program evaluation

We believe that the only way to ensure all children have access to a high-quality education is to take a holistic approach by changing field-level policies and perceptions while strengthening and supporting individual organizations. Since many of the challenges organizations face are complex, they require multiple perspectives and areas of expertise.

Through our integrated offerings, we provide comprehensive, coherent, and lasting solutions to education's most long-standing and complicated problems.

Our Strategic Advising practice advises leaders and organizations on their most pressing strategic and operational issues. Our work ranges from supporting entrepreneurs through business plan development, to partnering with established organizations on growth and performance improvement, to assessing new opportunities for impact as the field evolves.

Members of our team come from top-tier management consulting firms such as Bain & Company, The Boston Consulting Group, McKinsey & Company, and Deloitte. The tools and training developed in those firms inform our work, as do the experience and perspective gained in the field as teachers, funders, nonprofit leaders, and board members. We also bring on-the-ground experience from leading charter management organizations including KIPP, Yes Prep, DC Prep, DSST, and the SEED Foundation, among others to our work, marrying an on-the-ground viewpoint with the value of the management consulting toolkit. Our experience as executives in the world of education reform minimizes our learning curve and maximizes our understanding of the issues our clients must confront. Having worked with consultants as clients ourselves, we recognize the challenges associated with hiring outside professionals to meet the unique needs of organizations in this field. For that reason, we have developed a highly collaborative process that ensures relevant work and gives clients real ownership of the results.

Since its inception, Bellwether has partnered with a wide variety of charter schools and charter management organizations across a variety of project types, and primarily to support strategic growth plan development. Since 2016, we have led 10 SGI cohorts and served more than 20 charter organizations to successfully develop strategic plans. The cohorts have included partnerships with: Building Excellent Schools (national), Charter School Growth Fund (national), Education Forward DC, Excellent Schools New Mexico, The Laura and John Arnold Foundation (national), and The MindTrust (Indianapolis). Participants rave about the experience and have gone on to gain funding from national and local funders to support their growth plans.

Budget

In early September 2019, CSGF and Bellwether connected to confirm that the cohort would likely include 2 CMOs/networks, and that the price would be \$70,000/CMO or network for 2-3 schools, not including expenses (which will be covered by the schools). Of the \$70,000/CMO, CSGF will contract directly with Bellwether Education Partners to cover \$46,000/CMO, and the CMOs/networks will contract with Bellwether Education Partners for the remaining \$30,000 each.

This means that the total fees incurred by Audubon Schools will be \$30,000.