

**Apeira Revenue Solutions**  
**Proposal to Navigator Schools**  
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SCOPE OF WORK and TIMELINE

**Lead the Navigator “Growth Strategy Team” through a series of discussions that will inform a Growth Plan for Board consideration. Turn the once-approved plan into funder-facing materials.**

February – June 2024

Total Investment = \$80,000  
(\$16,000 monthly, using a daily rate of  
\$2,000/day, 8 days/month) <sup>1</sup>

Key Deliverables during Work Period 2/1/24 – 6/30/24:

Plan the agenda and facilitate bi-weekly discussions with the Growth Strategy Team (Caprice, Noël, Kirsten, James, Ami, and Neena).

Project manage the Growth Strategy Team on the production of key deliverables that either drive to decisions regarding growth or will be part of the Growth Plan.

Support each Growth Team member on the production of their deliverables. For some members of the team, this support will be serving as a thought partner but for others it will be producing actual deliverables at the direction of the team member.

Collaborate closely with the CFOO to build a multi-year financial model that aligns to current operations and contemplates the future growth. Advise on the viability of the fundraising need that results from this modeling and recommend adjustments to cost centers as applicable. Ensure alignment between the Growth Plan and the financial model.

Advise on communication about growth planning with key stakeholders like the Board and related Committees, the Directors & Chiefs Team, and the organization as a whole.

Write the Growth Plan and create related slides. Respond to/address/adjust the aforementioned documents based on one round of feedback from Navigator Schools representatives.

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<sup>1</sup> Should Navigator request more than eight days per month, the extra time will be billed monthly at the rate of \$275 / hour. Susie will not engage in this extra work without explicit direction by the Navigator Team; she will also secure the appropriate approvals before beginning the additional work.

After the board meeting, adjust the Growth Plan and multi-year financial model based on the outcomes of the Board discussion.

Once the Growth Plan is finalized, re-package the content to be funder facing, specifically for a proposal(s) to Charter School Growth Fund and the Department of Education's Charter School Program for Replication and Expansion.

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**WHO IS APEIRA REVENUE SOLUTIONS?**

Susie Crafton launched Apeira Revenue Solutions, a fundraising consulting firm focused on strategy, systems, and capacity building in 2015.

The driving force of her 20+ year career in education is seeking transformational improvement in student learning outcomes, in the hopes of ultimately improving quality for all while creating outsized gains for groups that have been historically underserved and/or marginalized. She's done this through direct service to students/ families/ communities through the creation of high-quality seats in great schools, to influencing education policy through advocacy and governance, to creating talent systems that support and grow educators at all levels. Each of these theories of change are valid and when strategically combined have tremendous potential yet appear to be insufficient unless the field builds the capacity of these various leaders to leverage the people charged with instruction, data analysis, and operations at the classroom, school, district, and state level to be co-creators in the innovation and the implementation.

She has decades of experience interacting with high-level education executives including superintendents, elected and appointed boards, leadership teams, and foundation leaders. For the last five years, she's also been regularly volunteering at the school, district, and state level in her home community, working directly with students and families, teachers and administrators in a variety of roles. This intentional, frequent, and personal engagement at all levels has added more dimension to the challenges facing the sector, but it also has given her tremendous hope as she's watched how the different perspectives (and the assets and resources they have access to) might lead to outsized improvements.

This work has led to numerous winning federal grants for education-related nonprofits funded by the Department of Education, the Department of Labor, and the National Science Foundation totaling over \$405 million.

Susie grew up in Michigan, lived in Texas for 16 years, before returning to Michigan in June 2018. She earned both her B. A. in English and M. A. in Student Affairs Administration from Michigan State University. She also holds a Chartered Advisory of Philanthropy (CAP) certificate from the American College of Financial Services.

