



Elevate School

Board Meeting

Date and Time

Monday April 10, 2023 at 4:00 PM PDT

Location

Elevate Middle School Campus, Fireside Room
8404 Phyllis Place
San Diego, CA 92123

The public comment portion of the meeting is set aside for members of the audience to make comments or raise issues that are not specifically on the agenda or those items that are on the agenda. These presentations are limited to three (3) minutes per person and the total time allotted to non-agenda items will not exceed fifteen (15) minutes. Individuals wishing to speak please complete a [Public Comment Request Form](#) by 10:00am on the day of the meeting.

Agenda

	Purpose	Presenter	Time
I. Opening Items			4:00 PM
A. Record Attendance and Guests		Kirsten Grimm	1 m
B. Call the Meeting to Order		Kirsten Grimm	1 m
C. Approve Agenda	Vote	Kirsten Grimm	1 m
D. Approve Minutes from March 13 Regular Board Meeting	Approve Minutes	Kirsten Grimm	1 m

	Purpose	Presenter	Time
E. Core Values and Board Meeting Protocol		Kirsten Grimm	2 m
F. Non-Agenda Public Comment		Kirsten Grimm	5 m
II. Agenda Items			4:11 PM
A. Executive Director Report	FYI	Ryan Elliott	15 m
Incl. CCSA Conference Learnings and ELO-P update			
B. Financial Update	FYI	Adam McWethy	10 m
C. Board Resolution for Notice of Intent to Withdraw from CharterSAFE	Vote	Ryan	5 m
D. Board Goal Updates - Action Items	Vote	Kirsten Grimm	20 m
Classified Compensation, Senior Leadership Benefit Allocation, PTO Cap Revision/Reconciliation			
E. Board Goal Updates - Discussion	Discuss	Kirsten Grimm	40 m
Board Manual, Strategic Growth, Board Succession, Executive Director Evaluation Update			
III. Closing Items			5:41 PM
A. Adjourn Meeting	Vote		

Coversheet

Approve Minutes from March 13 Regular Board Meeting

Section: I. Opening Items
Item: D. Approve Minutes from March 13 Regular Board Meeting
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Board Meeting on March 13, 2023

APPROVED



Elevate School

Minutes

Board Meeting

Date and Time

Monday March 13, 2023 at 4:00 PM

Location

Elevate Middle School Campus, Fireside Room
8404 Phyllis Place
San Diego, CA 92123

The public comment portion of the meeting is set aside for members of the audience to make comments or raise issues that are not specifically on the agenda or those items that are on the agenda. These presentations are limited to three (3) minutes per person and the total time allotted to non-agenda items will not exceed fifteen (15) minutes. Individuals wishing to speak please complete a [Public Comment Request Form](#) by 10:00am on the day of the meeting.

Directors Present

Adam McWethy, Chancellor Brown, Cheryl Gorman, Kirsten Grimm, Robin McCulloch

Directors Absent

None

Guests Present

9 members of the community

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

Kirsten Grimm called a meeting of the board of directors of Elevate School to order on Monday Mar 13, 2023 at 4:07 PM.

C.

Approve Agenda

Cheryl Gorman made a motion to Approve Agenda.
Robin McCulloch seconded the motion.
The board **VOTED** unanimously to approve the motion.

D. Approve Minutes from February 13 Regular Board Meeting

Adam McWethy made a motion to approve the minutes from Board Meeting on 02-13-23.
Chancellor Brown seconded the motion.
The board **VOTED** unanimously to approve the motion.

E. Core Values and Board Meeting Protocol

Core values read by the board

F. Non-Agenda Public Comment

Public comment on bullying by Carla, Ryan to provide update on Carla's student bully

II. Agenda Items

A. Executive Director Report

Ryan provided his report
Enrollment 459 students 94.76% attendance
Conferences next week
Staffing changes
New internet service is online
Board member form 700's
Leadership Day was a success

B. Financial Update

Adam provided the financial report
Financial statement

C. Approve Second Interim Financials

Adam provided review of second interim financials
Robin McCulloch made a motion to Approve Second Interim Financial Report.
Chancellor Brown seconded the motion.
The board **VOTED** unanimously to approve the motion.

D. Approve 23-24 Health Benefit Allocations

Chancellor Brown made a motion to Approve 23-24 Health Benefit Allocations.
Cheryl Gorman seconded the motion.
The board **VOTED** unanimously to approve the motion.

E. Board Goal Updates

Discussion on strategic plan for board, plan could cost \$15K to +\$70K

Board Manual and how to communicate with the board.

Task force protocol clarity

F. Community Update

Public comment

Parents requested education on gender identity.

Ryan provided his community update

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 5:30 PM.

Respectfully Submitted,
Cheryl Gorman

Coversheet

Core Values and Board Meeting Protocol

Section: I. Opening Items
Item: E. Core Values and Board Meeting Protocol
Purpose:
Submitted by:
Related Material: Elevate Core Values & Board Meeting Norms.pdf

Elevate Core Values & Board Meeting Norms

Excellence: We hold ourselves to a high standard, and believe everyone in our community is capable of achieving greatness.

- We seek opportunities and are prepared to take advantage of them
- We challenge each other in order to achieve the highest standards
- We follow-through on our commitments

Leadership: We believe every person is capable of creativity and innovation that can cause positive change in the world. We will create the opportunities for all students + staff to practice and achieve their leadership potential.

- We model the 7 Habits in our interactions and influence our school community to do the same
- We recognize and build upon the creativity, innovation, and leadership of one another and all those in our school community
- We take a learning stance and seek out examples of innovation and best practice in order to grow

Justice: We are agents of change committed to exploring how our identities, community diversity, and action lead to justice.

- We solicit and listen to all community input, especially voices that often go unheard
- We are transparent with our rationale for decision-making
- We make decisions honoring our most vulnerable members
- We make decisions consistent with Elevate Core Values

Community: We are better together. Each member is valued as an essential contributor to our community.

- We speak to each other in-person, and with kindness and respect, when expressing thoughtful and challenging ideas
- We listen with an ear of understanding and consideration for different perspectives and life experiences
- We focus on bringing the entire Elevate community together by honoring the benefits of our diversity

This is a living document: we will check in on our Elevate Board Meeting Norms based on our Core Values at our annual retreat. As a Board we will undergo a self-assessment of Elevate Board Meeting Norms as needed to encourage mindfulness.

Coversheet

Financial Update

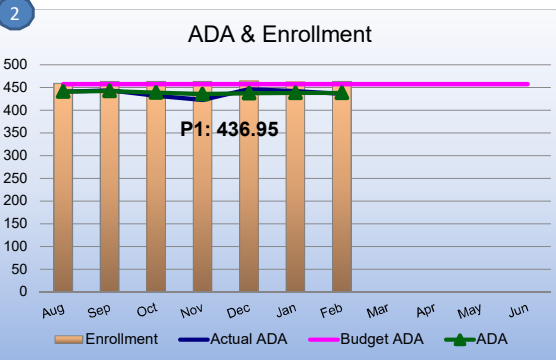
Section: II. Agenda Items
Item: B. Financial Update
Purpose: FYI
Submitted by:
Related Material: EE School February 2023 Financial Packet.pdf

ELEVATE SCHOOL - Financial Dashboard (February 2023)

1 Key Performance Indicators

ADA vs. Budget ● Cash on Hand ●

Net Income / (Loss) ● Year-End Cash ●



KEY POINTS

One-time spending projections:
(Current year includes \$650,167 of spending)

School: **Elevate Elementary**
Charter #: 1633

Funding Source	Spending Timeline	Allocation	Spent in 19-20	Spent in 20-21	Spent in 21-22	Projected in 22-23	Projected in 23-24	Projected in 24-25	Total Spent/Budgeted (A)	Balance
Total		2,728,430	5,419	279,822	612,450	650,167	858,773	321,799	2,728,430	-

3 Average Daily Attendance Analysis

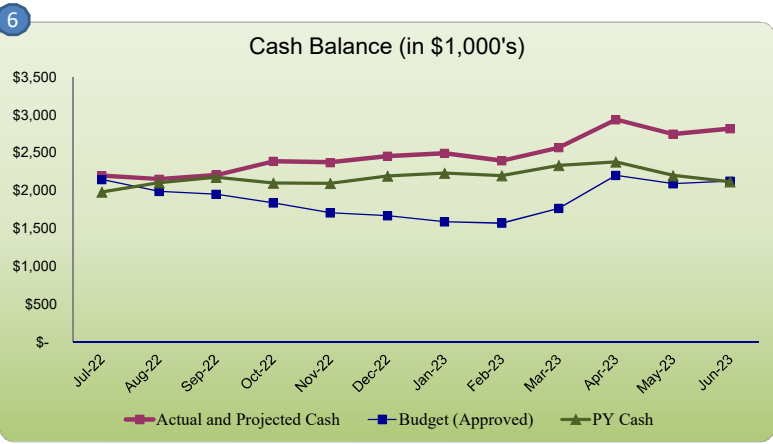
Category	Forecasted P2	Budgeted P2	Better/(Worse)	Prior Year P2
Enrollment	462	475	(13)	418
ADA %	95.2%	96.3%	-1.1%	93.9%
ADA	439.53	457.19	(17.66)	392.37

4 LCFF Supplemental & Concentration Grant Factors

Category	Budget	Forecast	Variance	Prior Year
Unduplicated Pupil %	45.3%	48.3%	3.0%	45.2%
3-Year Average %	43.9%	41.1%	-2.8%	42.5%
District UPP C. Grant Cap	57.1%	58.4%	1.2%	58.4%

5 INCOME STATEMENT

As a % of Revenue	Forecast		VS. Budget		FY 22-23 YTD			Historical	
	As of 02/28/23	FY 22-23 Budget	Variance B/(W)		Actual YTD	Budget YTD	Variance B/(W)	FY 21-22 Unaudited	FY 20-21
Local Control Funding Formula	4,623,298	4,682,992	(59,695)		2,652,782	2,476,847	175,935	3,762,827	3,108,971
Federal Revenue	1,194,932	940,077	254,855		452,957	293,713	159,243	934,496	824,446
State Revenue	458,056	422,392	35,664		961,429	198,829	762,599	450,739	188,492
Other Local Revenue	415,740	414,896	844		210,881	202,025	8,856	245,463	255,270
Grants/Fundraising	152,000	172,000	(20,000)		5,501	163,900	(158,399)	117,904	61,799
TOTAL REVENUE	6,844,026	6,632,358	211,669		4,283,549	3,335,314	948,235	5,511,428	4,438,978
<i>Total LCFF per ADA</i>	10,519	10,655	(136)					14,047	12,701
Certificated Salaries	2,844,293	2,952,136	107,843		1,746,350	1,848,510	102,160	2,268,347	1,705,279
Classified Salaries	827,387	823,039	(4,348)		511,685	524,766	13,081	675,155	601,648
Benefits	1,046,676	1,030,913	(15,763)		699,987	667,990	(31,997)	831,976	625,991
<i>Total Payroll Expenses</i>	\$4,718,356	69%							
Student Supplies	477,060	316,175	(160,884)		338,689	210,208	(128,481)	410,742	446,895
Operating Expenses	1,516,211	1,420,341	(95,870)		910,203	922,694	12,492	1,162,128	954,462
Other	45,615	29,750	(15,865)		29,479	19,860	(9,619)	28,363	24,342
<i>Total Other Operating Expenses</i>	\$2,038,886	30%							
TOTAL EXPENSES	6,757,242	6,572,354	(184,888)		4,236,393	4,194,029	(42,364)	5,376,712	4,358,617
NET INCOME / (LOSS)	86,785	60,003	26,781		47,156	(858,714)	905,870	134,716	80,361



Year-End Cash Balance

Projected	Budget	Variance
2,823,768	2,130,221	693,547

7 Balance Sheet

	6/30/2022	1/31/2023	2/28/2023	6/30/2023 FC
Assets				
Cash, Operating	1,315,515	1,691,602	1,593,584	1,810,182
Cash, Restricted	806,507	806,507	806,507	1,013,586
Accounts Receivable	731,219	172,111	172,111	592,387
Other Assets	146,628	69,994	97,332	188,625
Net Fixed Assets	98,967	132,110	130,395	114,259
Total Assets	3,098,836	2,875,547	2,799,929	3,719,040
Liabilities				
A/P & Payroll	200,196	140,782	139,749	231,852
Due to Others	32,539	32,539	32,539	819,918
Deferred Revenue	285,615	0	0	0
Total Liabilities	518,350	173,321	172,288	1,051,770
Equity				
Beginning Fund Bal.	2,445,769	2,580,485	2,580,485	2,580,485
Net Income/(Loss)	134,716	121,740	47,156	86,785
Total Equity	2,580,485	2,702,226	2,627,642	2,667,270
Total Liabilities & Equity	3,098,836	2,875,547	2,799,929	3,719,040
Days Cash on Hand	90	93	87	98
Cash Reserve %	24.6%	25.5%	23.7%	27.0%



ELEVATE SCHOOL
 2022-23 Cash Flow Forecast
 Prepared by ExED. For use by ExED and ExED clients only. © 2022 ExED

Actuals as of 2/28/2023

	ACTUAL Jul-22	ACTUAL Aug-22	ACTUAL Sep-22	ACTUAL Oct-22	ACTUAL Nov-22	ACTUAL Dec-22	ACTUAL Jan-23	ACTUAL Feb-23	Mar-23	Apr-23	May-23	Jun-23	Accrual	FORECAST Jul-22 - Jun-23
Income														
8011-8098 · Local Control Funding Formula Sources														
8011 Local Control Funding Formula	57,660	57,660	103,788	149,711	103,788	103,788	126,258	52,569	116,773	116,773	116,773	116,624	68,346	1,290,511
8012 Education Protection Account	-	-	19,619	-	-	19,618	-	-	-	26,489	-	22,181	-	87,906
8096 In Lieu of Property Taxes	-	194,838	389,676	259,784	242,288	255,667	255,667	255,667	458,844	229,422	229,422	429,422	39,448	3,240,145
Total 8011-8098 · Local Control Funding Formula Sources	57,660	252,498	513,083	409,495	346,076	379,073	381,925	312,972	575,617	372,683	346,195	568,226	107,794	4,623,298
8100-8299 · Federal Revenue														
8181 Special Education - Federal (IDEA)	-	-	-	-	-	-	-	-	-	-	-	-	52,000	52,000
8221 Child Nutrition - Federal	-	14,666	-	-	3,709	-	15,153	-	9,584	15,175	13,578	16,773	59,935	148,572
8291 Title I	-	-	-	-	-	14,305	24,468	-	-	14,657	-	-	5,197	58,626
8292 Title II	-	-	-	-	-	-	2,755	4,753	-	2,753	-	-	750	11,010
8295 Title IV, SSAE	-	-	-	-	-	-	10,000	-	-	2,500	-	-	(2,500)	10,000
8296 Title IV, PCSGP	-	-	-	-	-	-	89,572	-	-	-	-	-	45,826	135,398
8297 Facilities Incentive Grant	-	-	-	40,000	-	-	-	-	-	-	-	-	-	40,000
8299 All Other Federal Revenue	-	1,824	22,060	12,389	27,841	-	-	169,462	-	428,683	-	-	77,067	739,326
Total 8100-8299 · Other Federal Income	-	16,490	22,060	52,389	31,550	14,305	141,948	174,215	9,584	463,768	13,578	16,773	238,273	1,194,932
8300-8599 · Other State Revenue														
8520 Child Nutrition - State	-	-	-	40,500	30,626	-	56,978	-	2,456	3,888	3,479	4,297	(49,894)	92,329
8550 Mandate Block Grant	-	-	-	-	7,196	-	-	-	-	-	-	-	-	7,196
8561 State Lottery - Non Prop 20	-	-	-	-	-	-	38,944	-	-	29,908	-	-	5,918	74,771
8562 State Lottery - Prop 20	-	-	-	-	-	-	5,755	-	-	11,787	-	-	11,926	29,469
8560 Lottery Revenue	-	-	-	-	-	-	44,700	-	-	41,696	-	-	17,844	104,240
8592 State Mental Health	-	-	-	5,494	1,766	-	1,766	-	-	1,250	-	-	15,067	25,343
8595 Expanded Learning Opportunity Program	15,215	15,215	27,388	27,388	121,831	27,388	27,388	27,431	18,889	18,889	18,889	18,889	(270,355)	94,443
8599 State Revenue - Other	-	175	19,097	-	333,069	130,818	-	-	-	33,626	-	-	(382,280)	134,506
Total 8300-8599 · Other State Income	15,215	15,390	46,485	73,382	494,488	158,206	130,832	27,431	21,344	99,349	22,367	23,186	(669,619)	458,056
8600-8799 · Other Local Revenue														
8660 Interest & Dividend Income	-	1,986	-	3,815	-	2,970	2,975	-	-	3,523	-	-	4,732	20,000
8695 Contributions & Events	-	-	149	-	127	-	-	145	924	894	-	-	143,761	146,000
8696 Other Fundraising	-	-	-	-	-	-	-	-	1,926	1,137	2,465	472	-	6,000
8699 All Other Local Revenue	-	-	-	5,879	-	-	-	-	3,325	-	627	-	11,170	21,000
8792 Transfers of Apportionments - Special Education	-	-	-	87,008	27,948	-	29,501	-	71,614	35,807	35,807	35,807	51,248	374,740
Total 8600-8799 · Other Income-Local	48,800	1,986	149	96,701	31,655	3,470	33,476	145	77,789	41,361	38,899	36,279	157,030	567,740
Prior Year Adjustments														
8999 Other Prior Year Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Prior Year Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME	121,675	286,364	581,777	631,967	903,769	555,054	688,181	514,763	684,334	977,161	421,039	644,464	(166,521)	6,844,026
Expense														
1000 · Certificated Salaries														
Total 1000 · Certificated Salaries	28,817	167,476	272,972	261,128	258,312	259,888	242,653	255,104	267,400	268,742	280,900	280,900	-	2,844,293
2000 · Classified Salaries														
Total 2000 · Classified Salaries	12,145	39,301	76,648	82,855	71,123	67,437	74,460	87,716	88,334	75,789	75,789	75,789	-	827,387
3000 · Employee Benefits														
3111 STRS - State Teachers Retirement System	5,373	31,585	52,518	45,464	49,782	50,083	46,791	49,152	48,573	48,830	51,152	51,152	-	530,453
3311 OASDI - Social Security	711	2,334	4,547	4,743	4,015	3,817	4,206	5,075	5,477	4,699	4,699	4,699	-	49,021
3331 MED - Medicare	584	2,998	5,070	4,870	4,659	4,636	4,478	4,867	4,858	4,696	4,872	4,872	-	51,461
3401 H&W - Health & Welfare	29,072	48,628	23,615	47,539	36,112	29,113	26,402	29,566	26,402	26,402	26,402	-	-	349,254
3501 SUI - State Unemployment Insurance	201	1,034	1,748	1,679	1,607	1,599	1,544	1,678	1,629	1,573	1,633	1,633	-	17,559
3601 Workers' Compensation Insurance	5,529	2,534	2,534	2,534	2,031	2,534	2,534	2,534	2,534	2,534	2,534	2,534	-	27,831
3901 Other Retirement Benefits	109	466	600	596	537	503	427	491	663	568	568	568	-	6,096
3902 Other Benefits	-	-	-	-	-	-	-	-	-	-	-	-	15,000	15,000

ELEVATE SCHOOL
 2022-23 Cash Flow Forecast
 Prepared by ExED. For use by ExED and ExED clients only. © 2022 ExED

Actuals as of 2/28/2023

	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL							FORECAST
	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Accrual	Jul-22 - Jun-23	
Total 3000 - Employee Benefits	41,580	89,579	90,631	107,425	98,741	92,284	86,382	93,364	90,136	89,302	89,327	62,925	15,000	1,046,676	
4000 - Supplies															
4111 Core Curricula Materials	18,726	9,540	-	-	-	-	-	7,136	336	336	336	336	-	36,745	
4211 Books & Other Reference Materials	4,592	695	1,713	-	-	95	42	30	379	379	379	379	-	8,684	
4311 Student Materials	33	12,051	26,947	10,316	2,168	1,426	4,160	1,584	2,829	2,829	2,829	2,829	-	70,000	
4351 Office Supplies	222	2,274	5,803	4,663	2,329	2,849	1,764	4,109	1,411	1,411	1,411	1,411	-	29,658	
4371 Custodial Supplies	-	136	896	1,685	1,304	1,060	1,068	991	350	350	350	350	-	8,539	
4391 Food (Non Nutrition Program)	-	1,509	2,582	1,161	2,298	507	790	230	1,284	1,284	1,284	1,284	-	14,212	
4392 Uniforms	-	-	-	387	6,953	1,034	86	-	1,327	1,327	1,327	1,327	-	13,767	
4393 PE & Sports Equipment	-	-	-	446	1,474	115	-	314	136	136	136	136	-	2,893	
4399 All Other Supplies	-	3,490	3,153	2,683	660	1,477	(67)	3,909	989	989	989	989	-	19,259	
4390 Other Supplies	-	4,999	5,735	4,677	11,385	3,132	809	4,453	3,735	3,735	3,735	3,735	-	50,131	
4411 Non Capitalized Equipment	36,380	6,001	9,672	11,742	1,085	10,423	3,417	16,162	1,279	1,279	1,279	1,279	-	100,000	
4711 Nutrition Program Food & Supplies	-	-	3,829	17,635	29,796	9,402	15,552	-	12,731	15,727	14,978	15,727	37,928	173,303	
Total 4000 - Supplies	59,953	35,695	54,594	50,717	48,067	28,387	26,811	34,465	23,051	26,047	25,298	26,047	37,928	477,060	
5000 - Operating Services															
5211 Travel & Conferences	-	50	-	1,233	256	56	-	998	1,364	1,364	1,364	1,364	-	8,050	
5311 Dues & Memberships	9,923	150	1,425	-	-	-	1,600	30	368	368	368	368	-	14,600	
5451 General Insurance	16,235	6,102	6,102	6,102	6,102	6,102	6,102	6,102	6,102	6,102	341	341	-	71,834	
5511 Utilities	-	-	-	-	-	2,600	-	2,298	3,183	3,183	3,183	3,183	-	17,632	
5531 Housekeeping Services	2,171	4,134	934	12,659	4,049	7,240	3,679	4,148	3,454	3,454	3,454	3,454	-	52,830	
5599 Other Facility Operations & Utilities	-	108	663	209	440	108	195	214	3,126	3,126	3,126	3,126	-	14,440	
5619 Other Facility Rentals	42,975	34,155	61,312	35,517	36,042	472	72,862	37,817	24,111	24,111	24,111	24,111	-	417,600	
5621 Equipment Lease	1,522	979	2,132	2,161	3,278	3,396	534	2,708	2,233	2,233	2,233	2,233	-	25,644	
5631 Vendor Repairs	-	900	-	159	-	473	-	-	1,015	1,015	1,015	1,015	-	5,593	
5812 Field Trips & Pupil Transportation	-	-	91	1,831	19,331	4,413	797	3,599	2,429	2,429	2,429	2,429	-	39,778	
5821 Legal	-	650	599	668	-	329	763	1,313	5,131	5,131	5,131	5,131	-	24,843	
5823 Audit	-	-	-	-	-	685	5,250	-	2,356	2,356	2,356	2,356	-	15,360	
5831 Advertisement & Recruitment	164	2,006	-	-	-	-	-	-	1,552	1,552	1,552	1,552	-	8,376	
5842 Special Education Services	-	828	2,407	13,007	12,390	11,348	10,348	19,314	23,107	23,107	23,107	23,107	-	162,069	
5843 Non Public School	-	-	-	-	-	-	-	-	875	875	875	875	-	3,500	
5844 After School Services	-	-	-	-	160	-	-	-	23,571	23,571	23,571	23,571	-	94,443	
5849 Other Student Instructional Services	-	5,622	836	5,152	11,767	4,926	5,119	4,199	3,195	3,195	3,195	3,195	-	50,399	
5852 PD Consultants & Tuition	-	-	4,826	2,671	11,398	2,435	-	75	9,248	9,248	9,248	9,248	-	58,397	
5859 All Other Consultants & Services	17,207	20,008	14,018	29,058	32,173	24,292	24,206	16,377	6,490	6,490	6,490	6,490	-	203,300	
5861 Non Instructional Software	22,411	2,758	1,591	3,457	2,267	1,048	108	4,853	1,712	1,712	1,712	1,712	-	45,340	
5865 Fundraising Cost	-	-	-	-	-	-	-	-	2,595	2,595	2,595	2,595	-	10,381	
5871 District Oversight Fees	-	-	-	-	-	6,756	6,756	6,756	5,284	5,284	5,284	5,284	15,667	57,072	
5872 Special Education Fees (SELPA)	-	-	-	-	-	-	-	-	-	-	-	-	12,802	12,802	
5899 All Other Expenses	469	15	15	37	32	590	763	590	1,754	1,754	1,754	1,754	-	9,524	
5911 Office Phone	87	371	371	4,261	4,094	-	2,279	-	2,362	2,362	2,362	2,362	-	20,914	
5913 Mobile Phone	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
5921 Internet	1,560	1,560	1,560	7,338	4,634	100	8,146	3,150	10,010	10,010	10,010	10,010	-	68,091	
5923 Website Hosting	-	-	-	-	-	-	52	-	516	516	516	516	-	2,115	
5931 Postage & Shipping	-	-	192	249	80	20	59	111	102	102	102	102	-	1,119	
5999 Other Communications	-	12	12	12	12	12	12	12	20	20	20	20	-	165	
Total 5000 - Operating Services	114,724	80,407	99,086	125,782	148,506	77,400	149,632	114,664	147,265	147,265	141,504	141,504	28,470	1,516,211	
6000 - Capital Outlay															
6901 Depreciation Expense	2,905	3,230	3,777	3,754	3,754	4,030	3,995	4,034	4,034	4,034	4,034	4,034	-	45,615	
6903 Amortization Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
6999 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total 6000 - Capital Outlay	2,905	3,230	3,777	3,754	3,754	4,030	3,995	4,034	4,034	4,034	4,034	4,034	-	45,615	

ELEVATE SCHOOL
 2022-23 Cash Flow Forecast
 Prepared by ExED. For use by ExED and ExED clients only. © 2022 ExED

Actuals as of 2/28/2023

	ACTUAL Jul-22	ACTUAL Aug-22	ACTUAL Sep-22	ACTUAL Oct-22	ACTUAL Nov-22	ACTUAL Dec-22	ACTUAL Jan-23	ACTUAL Feb-23	Mar-23	Apr-23	May-23	Jun-23	Accrual	FORECAST Jul-22 - Jun-23
7000 - Other Outgo														
7438 Interest Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total 7000 - Other Outgo	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSE	260,124	415,689	597,708	631,662	628,502	529,427	583,934	589,347	620,220	611,180	616,852	591,199	81,398	6,757,242
NET INCOME	(138,449)	(129,325)	(15,931)	305	275,267	25,628	104,246	(74,584)	64,115	365,982	(195,814)	53,265	(247,919)	86,785
Operating Income														132,400
EBITDA														132,400
Beginning Cash Balance	2,122,022	2,200,456	2,156,580	2,210,793	2,390,680	2,376,722	2,459,322	2,498,109	2,400,091	2,572,331	2,942,347	2,750,567	2,823,768	2,122,022
Cash Flow from Operating Activities	-													
Net Income	(138,449)	(129,325)	(15,931)	305	275,267	25,628	104,246	(74,584)	64,115	365,982	(195,814)	53,265	(247,919)	86,785
Change in Accounts Receivable														
Prior Year Accounts Receivable	264,947	43,702	31,065	214,997	-	-	4,398	-	104,091	-	-	68,021	-	731,220
Current Year Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	(592,388)	(592,388)
Change in Due from	-	(244)	244	-	-	-	(3,223)	3,223	-	-	-	-	-	-
Change in Accounts Payable	(61,433)	17,198	13,837	(33,184)	(8,130)	(6,021)	9,176	(6,339)	-	-	-	39,175	52,928	17,207
Change in Due to	-	-	-	-	-	-	-	-	-	-	-	-	787,379	787,379
Change in Accrued Vacation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in Payroll Liabilities	(55,754)	41,283	33,840	(4,676)	781	73,474	(79,806)	5,305	-	-	-	-	-	14,448
Change in Prepaid Expenditures	85,362	(180)	(226)	(1,308)	(14)	-	-	(27,338)	-	-	-	(91,294)	-	(34,997)
Change in Deposits	(7,000)	-	-	-	-	-	-	-	-	-	-	-	-	(7,000)
Change in Deferred Revenue	-	-	-	-	(285,615)	-	-	-	-	-	-	-	-	(285,615)
Change in Other Long Term Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in Other Long Term Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense	2,905	3,230	3,777	3,754	3,754	4,030	3,995	4,034	4,034	4,034	4,034	4,034	4,034	45,615
Cash Flow from Investing Activities	-													
Capital Expenditures	(12,144)	(19,540)	(12,394)	-	-	(14,511)	-	(2,319)	-	-	-	-	-	(60,907)
Cash Flow from Financing Activities	-													
Source - Sale of Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Use - Sale of Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Source - Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Use - Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ending Cash Balance	2,200,456	2,156,580	2,210,793	2,390,680	2,376,722	2,459,322	2,498,109	2,400,091	2,572,331	2,942,347	2,750,567	2,823,768	2,823,768	2,823,768
Designated Portion of Ending Cash Balance	806,507	806,507	806,507	806,507	806,507	806,507	806,507	806,507	806,507	806,507	806,507	1,013,586	1,013,586	



Elevate School Financial Analysis February 2023

Net Income

Elevate School is projected to have a net income of \$86,785 in the Fiscal Year 2022-23. This is \$26,781 more than the current board-approved budget.

Balance Sheet

As of February 28, 2023, the school's operating cash balance was \$1,593,584, with an additional amount of \$806,507 reserved for Economic Uncertainty.

As of February 28, 2023, the Accounts Receivable balance was \$172,111.

As of February 28, 2023, the Accounts Payable balance, including payroll liabilities, totaled \$139,749.

Income Statement

Revenue

Total revenue for Fiscal Year 2022-23 is projected to be \$6,844,026, which is 211,669 less than the board-approved budget.

- LCFF is projected to be \$59,695 under budget based on a 462 enrollment and 95.2% ADA, resulting in a 439.53 Average Daily Attendance rate (approved budget COLA = 6.56%; current COLA = 6.56% + additional one-time investment).
- Federal Revenue is projected to be \$254,855 favorable mainly due to PCSG revenue, Child Nutrition Revenue, and additional ESSER funds.
- Other State Revenue is projected to be \$35,664 favorable due to an increase in State Child Nutrition Revenue.
- Grants/Fundraising projection was adjusted to a more conservative balance to the budgeted amount.

Expenses

Total expenses for the year are projected to be \$6,757,242. This is \$184,888 more than the budgeted amount.

- Certificated Salaries are projected to be \$107,843 more than the budgeted amount due to some adjustments to the staff FTE.
- Student Supplies are projected to be \$160,884 more than the budgeted amount due to additional PCSG and Nutrition Program Food & Supplies expenditures offset by the revenue.
- Operating Expenses are projected to be \$95,870 more than the budgeted amount due to the current student instructional services and internet expenses projection.
- Other expenses are projected to be \$15,865 more than the budgeted amount due to depreciation expenses being higher than anticipated.

ADA & Enrollment

Financials were calculated based on an enrollment of 462 and ADA percentage of 95.2%, resulting in an Average Daily Attendance of 439.53. Budgeted enrollment was 475 with a 96.3% ADA percentage, resulting in an Average Daily Attendance of 457.19.

**Elevate School
Check Register
From 02/01/2023 to 02/28/2023**

Check #	Vendor Name	Date	Description	Amount
1002727	TOP NOTCH CATERING	2/13/2023	01/23 - MEALS, EQUIPMENT RENTALS 01/23 - MANAGEMENT CONTRACT FEE, CALPADS & SIS	15,601.95
1002728	EXED	2/13/2023	SUPPORT SERVICES	10,858.33
1002729	SOUND THERAPIES, INC.	2/13/2023	01/23 - SPEECH & LANGUAGE THERAPY	13,216.00
1002730	FAITH COMMUNITY CHURCH	2/14/2023	494	675.00
1002731	CURRICULUM ASSOCIATES LLC	2/27/2023	03/01/23-06/30/24 - CURRICULUM SUBSCRIPTION	36,450.56
1403M		2/1/2023	02/23 - PAYROLL	946.01
1404M	TONY LAW	2/2/2023	01/23 - CUSTODIAL SERVICES	378.00
1405M	VOID	2/9/2023	VOID	0.00
1406M		2/10/2023	02/23 - PAYROLL	127.32
2302010-1019M	CHARTER TECH SERVICES	2/1/2023	01/23 - VISIO PLAN 2	2.20
2302020-1019M	CHARTER TECH SERVICES	2/2/2023	02/23 - MONTHLY TECH SERVICE 02/23 - PREMIUM PACKAGE, WORKERS'	2,500.00
2302060-1019M	CHARTERSAFE	2/6/2023	COMPENSATION	8,636.00
2302070-1019M	ASSURITY LIFE INSURANCE COMPANY	2/7/2023	01/23 - HEALTH PREMIUM	1,996.41
2302080-1019M	MUTUAL OF OMAHA INSURANCE COMPANY	2/8/2023	02/23 - HEALTH PREMIUM	994.61
2302220-1019M	CALIFORNIA CHOICE BENEFIT ADMINISTRATORS	2/22/2023	03/23 - HEALTH PREMIUM	29,278.58
2302230-1019M	MUTUAL OF OMAHA INSURANCE COMPANY	2/22/2023	03/23 - HEALTH PREMIUM	951.82
2302280-1019M	BUSINESS CARD	2/28/2023	01/07/23-02/06/23 - CREDIT CARD PURCHASES	36,504.91
2303220-1019M	CHOICE BUILDER ADMINISTRATORS	2/22/2023	03/23 - HEALTH PREMIUM	3,129.66
A010891	ODP BUSINESS SOLUTIONS LLC	2/3/2023	PAPER, TAPE, BATTERIES, ETC	654.14
A010892	KYLE LINNIK	2/3/2023	STAPLES - ETHERNET ADAPTERS	78.64
A011117	OPEN WORKS	2/13/2023	02/23 - JANITORIAL SERVICES AT TS CAMPUS	2,734.00
A011118	ODP BUSINESS SOLUTIONS LLC	2/13/2023	CONSTRUCTION PAPER, PENCILS, TAPE, ETC	750.00
A011228	ODP BUSINESS SOLUTIONS LLC	2/16/2023	COLOR & COPY PAPER	748.57
A011480	ODP BUSINESS SOLUTIONS LLC	2/27/2023	FOLDERS, COPY PAPER, COLOR PAPER, INDEX CARDS SIG SANT, MICROFIBER TOWELS, AUTOSOAP, ETC FOR	648.00
E010109	CINTAS	2/3/2023	SM CAMPUS SIG SANT, MICROFIBER TOWELS, AUTOSOAP, ETC FOR	100.83
E010298	CINTAS	2/13/2023	SM CAMPUS	300.91
E010299	NCS PEARSON, INC	2/13/2023	SPED INTERACTIVE STUDENT MATERIALS SIG SANT, MICROFIBER TOWELS, AUTOSOAP, ETC FOR	6.30
E010386	CINTAS	2/16/2023	SM CAMPUS SIG SANT, MICROFIBER TOWELS, AUTOSOAP, ETC FOR	200.87
E010571	CINTAS	2/27/2023	SM CAMPUS	200.87
E010572	QUENCH USA, INC (D363707)	2/27/2023	02/19/23-03/18/23 - WATER COOLER SM CAMPUS 01/16/23-01/27/23 - MAINTENANCE & CUSTODIAL	63.58
P036769	RUN THE RACE LLC	2/3/2023	SERVICES FOR SM CAMPUS	252.00
P036770	AZTEC LEASING, INC	2/3/2023	01/10/23-02/09/23 - COPIER LEASE	261.84
P037495	YOUNG, MINNEY & CORR, LLP	2/13/2023	01/23 - LEGAL SERVICES	1,312.50
P037496	DENISE FINNEY	2/13/2023	01/31/23 - EDUCATIONAL CONSULTATION	500.00
P037497	SUMNER PHOTOGRAPHY AND PUBLISHING, INC	2/13/2023	01/13/23 - PHOTOGRAPHY SERVICES	484.88
P037498	CALNET	2/13/2023	01/23 - INTERNET SERVICE FOR ALL CAMPUSES 03/23 - OFFICE SPACE RENTAL - FLC, KIDS ISLAND, KI	3,074.12
P037813	DBA CITY VIEW CHURCH	2/16/2023	102	4,000.00
P037814	DENISE FINNEY	2/16/2023	02/07/23 - EDUCATIONAL CONSULTATION	500.00
P037815	PHYLLIS MARCIA PERLROTH	2/16/2023	01/23 - SPECIAL EDUCATION CONSULTANT	3,375.00
P038503	FAITH COMMUNITY CHURCH	2/27/2023	03/23 - RENT 12/27/22-01/26/23 - COPIER LEASE, LEASE	23,795.00
P038504	AZTEC LEASING, INC	2/27/2023	DOCUMENTATION FEE	1,616.88
P038505	DBA CITY VIEW CHURCH	2/27/2023	03/23 - RENT FOR MIDDLE SCHOOL CAMPUS	9,550.00
P038506	IDENTITY THEFT GUARD SOLUTIONS, INC	2/27/2023	01/23 - IDENTITY THEFT PROTECTION 01/30/23-02/10/23 - MAINTENANCE & CUSTODIAL	371.46
P038507	RUN THE RACE LLC	2/27/2023	SERVICES FOR SM CAMPUS	532.00
Total				218,359.75

Coversheet

Board Resolution for Notice of Intent to Withdraw from CharterSAFE

Section: II. Agenda Items
Item: C. Board Resolution for Notice of Intent to Withdraw from CharterSAFE
Purpose: Vote
Submitted by:
Related Material: 2023.4.10 RESOLUTION to Withdraw from CharterSAFE.pdf

RESOLUTION FOR NOTICE OF INTENT TO WITHDRAW FROM CHARTERSAFE

WHEREAS, Elevate School, is a California nonprofit corporation operating public charter schools and does hereby adopt the following resolution pursuant to the provisions of Title 1, Division 7, Chapter 5, Articles 1 through 4 (Section 6500 et seq.) of the California Government Code, relating to joint exercise of powers, between and among California charter schools, school districts, and other government entities which operate public schools.

WHEREAS, CharterSAFE requires that its members pass a Board Resolution prior to notifying its intent to withdraw from their self-insurance program. This is merely a notice that Elevate School intends to explore alternative insurance providers and does not preclude Elevate School from continuing to obtain insurance through CharterSAFE; and

WHEREAS, Elevate School Executive Director or his designee, is also hereby authorized to execute any and all documents as necessary to carry out the purpose of this resolution.

WHEREAS, the Board has reviewed, fully considered, and vetted the relevant facts and circumstances concerning this resolution.

WHEREAS, the Board has determined that it is in the best interest of Elevate School to approve this Resolution;

NOW, THEREFORE, BE IT RESOLVED that the Board of Elevate School adopts this resolution.

PASSED AND ADOPTED by the Board of Directors at a Regular Meeting held April 10, 2023 by the following vote:

Ayes:

Nos:

Abstentions:

Kirsten Grimm, Board Chair

Date

Coversheet

Board Goal Updates - Action Items

Section: II. Agenda Items
Item: D. Board Goal Updates - Action Items
Purpose: Vote
Submitted by:
Related Material: 2023.4.10 Board Goal Updates - Action Items.pdf

Board Goal Updates - Action Items

Proposed for 2023-2024 – Classified Staff Compensation

- Proposed 5% increase for all classified employees, plus one-time increase for designated positions based on work calendar and competitive wage adjustments
 - Additional fiscal impact to Elevate School - \$95,000 (budgeted)

Proposed for 2023-2024 – Senior Leadership Benefit Allocation

- Senior Leadership Team will have a different employer contribution amount for health benefits
- The contribution will be structured differently so as to help recruit and retain senior leadership staff members
- Proposed Contribution of 100% of employee & Dependent Cost for Directors (3)
- Proposed Contribution of 95% of employee & Dependent Cost, based on Kaiser Platinum Plan for Deans/ Academic Support Coordinator (4)
 - Additional fiscal impact to Elevate School - \$20,000 (not yet budgeted)

Proposed for 2022-2023 – Senior Leadership PTO Cap Revision & Reconciliation

- Current cap on Personal Days in Personnel Handbook is 6 days for all employees
- Proposed revision to establish new Senior Leadership Team cap of 10 Personal Days
- Currently, two (2) Senior Leaders have exceeded 10 days of accrued PTO
- Proposed one-time reconciliation to pay out excess days beyond 10 days
 - Additional fiscal impact to Elevate School (current year) - \$11,520 (one-time)

Coversheet

Board Goal Updates - Discussion

Section: II. Agenda Items
Item: E. Board Goal Updates - Discussion
Purpose: Discuss
Submitted by:
Related Material: Third Plateau Proposal - Elevate School (4.4.23).pdf



Third Plateau

ELEVATE SCHOOL ***Strategic Planning Proposal***

April 4, 2023

Submitted by:

THIRD PLATEAU SOCIAL IMPACT STRATEGIES

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Berkeley, CA 94701

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Third Plateau

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Third Plateau

OVERVIEW

Thank you for inviting Third Plateau to submit this proposal outlining ways we believe we can be of service as Elevate School looks to develop its first-ever strategic plan.

As we discussed, this proposal is actually three proposals in one, offering three different approaches at three pre-identified price points: \$15k, \$30k, and \$50k.

In our experience, the best projects are iterative in nature. We believe this holds true to the scoping process as well: the best scopes of work are the result of iterative thinking. Therefore, please read this proposal as the next step in our conversations and let us know what you like, what you don't, and what you think might be missing. From there, we can adjust this scope of work to mix and match between the three options to ensure you, the team and students at Elevate School, and this project are set up for success.

OUR APPROACH

Any good strategic planning process must answer four sequential questions:

1. What is our current reality?
2. What is our ideal reality?
3. How will we bridge the gap between the two?
4. What will we measure along the way to know if we're making progress in the right direction?

The way we go about answering those questions, however, must be highly customized to the organization's leadership, culture, and context. As such, the Third Plateau team takes a relational approach to our work, enabling us to get to know you well early on, deepen those relationships along the way, and continually adjust and calibrate our process to best align with what will yield the most productive and meaningful engagement.

The following details three proposed scopes of work for achieving that goal.

OPTION A: \$15,000

Scope of Work

This option prioritizes a lean approach, keeping the time investment and budget as low as possible while still helping the organization get aligned on priorities moving forward. The focus is on getting the Elevate School team to consensus on the big picture items and then training the staff (and/or board) to iron out the details. To do this, Third Plateau will:

- **Review Documents and Data:** Third Plateau will review relevant past and current strategic documents and data available regarding inputs, outputs, and/or outcomes to



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date. This review process is designed to help bring Third Plateau “up to speed” on where Elevate School is today.

- **Engage Key Stakeholders:** Third Plateau will interview up to 4 representatives from relevant internal and external stakeholder groups both to get a 360° understanding of Elevate School’s strengths, weaknesses, opportunities, and threats, and to begin to build participation and buy-in into the strategic planning process. These interviews will be conducted by zoom or phone and last 45-60 minutes each, and will enable Third Plateau to objectively summarize Elevate School’s current reality (the first of the four key questions to be answered).
- **Facilitate Planning Retreat:** Equipped with the insights from the document review and interviews, Third Plateau will lead a one-day, in-person retreat with up to 12 members of the Elevate School team (broadly defined). This retreat is geared towards level-setting on the current reality, building clarity and consensus around the ideal reality, and beginning to outline how Elevate School will bridge the gap between its current and ideal realities (the second and third of the key questions to be answered). During the retreat, the group will refine Elevate School’s purpose and articulate a clear strategic direction for the organization. Third Plateau will also lead the group to begin to brainstorm related goals and strategies for the next 3-5 years. The retreat will be highly collaborative and engaging, ensuring that the participants are the driving voice of the engagement and that the needs of Elevate School and the broader community are being addressed effectively and holistically.
- **Draft Strategic Plan Outline:** Based on the conversations and ideas generated at the retreat, Third Plateau will take the lead on authoring a draft strategic plan.
- **Facilitate Working Sessions:** Third Plateau will design and facilitate 3 virtual working sessions (all held via zoom), each 1-2 weeks apart, to flesh out the ideas in the draft, vet concepts with the team, solidify goals and strategies, and provide training to the Elevate School team on how to engage their full staff and community to iron out tactical details, budgets, and buy-in. One of these three sessions will focus on metrics (the fourth and final of the key questions to be answered).
- **Provide Follow-On Support:** Third Plateau will hold space for an additional hour to be used at the discretion of the Elevate School team. Most clients use this to come back to Third Plateau after they’ve worked on the tactical details to get feedback, troubleshoot issues, and get thought partnership about how to turn to implementation.

Deliverable

The deliverable from this option would be a strategic plan outline that articulates Elevate School’s vision and purpose, 3- or 5-year goals, core strategies to bring those goals to fruition, and frameworks for how to iron out the tactical details (including budget and implementation plan).

Timeline

The above scope of work would be completed in roughly 3 months.



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Team

Third Plateau would staff this project with one Director or Senior Director, and one Associate or Senior Associate. You can view the full Third Plateau team and their bios at <https://thirdplateau.com/about>. The exact staff members assigned to this project would depend on project start date.

OPTIONS B & C: \$30,000 - \$50,000

Scope of Work

Once we get above \$30k, Third Plateau can offer a more complete and robust strategic planning option (not to take anything away from Option A, which we've seen be a great investment for organizations that want a leaner process and can handle the details themselves). Despite the \$20,000 difference in price points here, the process for strategic planning at this level follows the same general flow, varying in levels of intensity, quantity, and structure. See the budget grid in the *Budget* section below for more detail on the differences between the two offerings at this level.

Pre-Planning

In preparation for the process outlined below, Third Plateau will work with Elevate School to identify and invite individuals to two key bodies:

- **Core Team:** This small group will work with Third Plateau on project management, logistics, and general thought partnership for how to evolve the approach over the course of the engagement. We typically recommend 1-3 people in this group, including the Elevate School senior staff member who can be the internal face of this planning process.
- **Strategic Planning Steering Committee:** This larger group will be the primary brain trust for the project, ensuring the planning process and final plan meet Elevate School's stated needs. We typically recommend 5-8 key stakeholders, and members could include Elevate School's staff, board, parents, funders, and/or key community partners. The Core Team members should also be members of the Steering Committee to ensure consistency across the project management efforts.

Once the Core Team and Steering Committee are in place, Third Plateau proposes a multi-phased approach.

Phase 1: Learning

To begin, Third Plateau will help Elevate School assess its current reality, internally and externally. To do this, Third Plateau will:

- **Facilitate Kickoff Meeting:** Third Plateau will facilitate a 1-hour virtual kick-off meeting with the Core Team to lay the foundations for a successful engagement, including project team roles and expectations, working norms, and timelines.



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- **Review Documents and Data:** Third Plateau will review relevant past and current strategic documents and data available regarding inputs, outputs, and/or outcomes to date. This review process is designed to help bring Third Plateau “up to speed” on where Elevate School is today.
- **Engage Key Stakeholders:** Third Plateau will engage representatives from relevant internal and external stakeholder groups both to get a 360° understanding of Elevate School’s strengths, weaknesses, opportunities, and threats, and to begin to build participation and buy-in into the strategic planning process. Though the exact stakeholder representatives and engagement methods will be identified in partnership with the Core Team and the exact quantities of each will be dictated by the project’s budget (see *Budget* section, below), likely engagement methods include:
 - **1:1 interviews:** This more personal format helps to explore key nuance, current or potential conflicts, organizational politics, leadership dynamics, and specific expertise or lived experience.
 - **Focus groups:** This format functions as a group interview and is effective when there are multiple people who have similar perspectives and/or want to more deeply explore a specific topic.

This engagement will generate new ideas relevant to the key questions, help uncover blind spots, and build buy-in to the strategic planning process.

- **Write Research Memo:** Third Plateau will compile the findings from the document and data review and stakeholder engagement into a targeted memo summarizing the key insights and actionable takeaways from the Learning Phase.

Deliverables for the Learning Phase include:

- A research memo that summarizes key findings from the Learning Phase, likely taking the form of a SWOT (**s**trengths, **w**eaknesses, **o**pportunities, and **t**hreats) analysis.

Phase 2: Ideation

Guided by the findings in Phase 1, Third Plateau will work with Elevate School to define its ideal reality by identifying, analyzing, and prioritizing the strategic options available to the organization and leaders. To do this, Third Plateau will:

- **Facilitate Planning Retreat:** Third Plateau will lead an in-person retreat with the Steering Committee to share the key findings from the Learning Phase and begin to identify the intersection between the community’s needs and Elevate School’s strengths and opportunities. During the retreat, the Steering Committee will refine Elevate School’s purpose and articulate a clear strategic direction for the organization. Third Plateau will also lead the group to begin to brainstorm related goals and strategies for the next 3-5 years. The retreat will be highly collaborative and engaging, ensuring that the participants are the driving voice of the engagement and that the needs of Elevate School and the broader community are being addressed effectively and holistically.
- **Draft Strategic Plan Outline:** Based on our research insights and ideas generated at the retreat, Third Plateau will draft a preliminary strategy outline to share with the Steering Committee.



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- **Conduct Follow-On Research:** Third Plateau will conduct additional research and analysis. The structure of this research will depend on the needs of the project at the time, but might include additional stakeholder engagement (interviews or focus groups), field analysis, and/or best practices research.
- **Host Strategy Brainstorms:** Third Plateau will create the opportunity for members of the Elevate School ecosystem to participate in strategy brainstorms, which will last 90 minutes and take place over zoom. We will identify ideal participants with the Core Team, design the sessions to tackle one or more of the strategic goals, and enable the group to really start to shape the strategic direction of the school.

Deliverables for the Ideation Phase include:

- Preliminary strategic plan outline, including an articulation of Elevate School's refined purpose, strategic direction, 3- or 5-year goals, and strategies; and
- Research brief (or multiple briefs) that summarizes follow-on research findings, as needed.

Phase 3: Iterative Drafting and Implementation Planning

With a host of ideas emerging from the retreat, follow-on research, and strategy brainstorms, Third Plateau will facilitate the effort to organize and plan for Elevate School to execute on its strategic plan—to bridge the gap between its current and ideal realities and to know what to measure along the way. To do this, Third Plateau will:

- **Facilitate Vetting Workshop:** Third Plateau will virtually convene the Core Team to vet and prioritize the potential strategies by assessing their potential impact and feasibility. This will ensure they are in line with the realities of Elevate School's landscape, as well as field best practices and other research findings.
- **Draft Strategic Plan:** Third Plateau will revise and strengthen the strategic plan outline based on the Vetting Workshop and create the first draft of Elevate School's strategic plan.
- **Facilitate Feedback Session:** Third Plateau will reconvene the Steering Committee for a virtual 60-minute meeting to solicit feedback on the revised strategic plan and identify unanswered questions.
- **Facilitate Implementation Workshop 1: Measuring Success:** Third Plateau will hold a virtual workshop to support the Core Team (and other key stakeholders, if desired) to develop metrics and targets to measure and assess Elevate School's outcomes and impact over time. Third Plateau will circulate suggestions for these in advance and use the workshop as a space to iterate and make decisions on the optimal approach.
- **Facilitate Implementation Workshop 2: Resourcing:** Third Plateau will hold a virtual workshop to support the Core Team (and other key stakeholders, if desired) to assess resource requirements, including staffing and financial implications, and build milestones and a timeline for implementation.
- **Draft Implementation Plan:** Third Plateau will build from the Implementation Planning Workshops to draft an actionable breakdown of the operations required to implement the strategic plan.



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- **Facilitate Closing Session:** Third Plateau will reconvene the Steering Committee for a final, 90-minute session to close out the strategic planning process, presenting final decisions and the implementation plan as well as aligning on next steps to move the plan forward, collecting any final input and feedback from Committee members.
- **Finalize Strategic Plan:** Third Plateau will incorporate feedback, revise the implementation plan, and finalize the strategic plan.

Deliverables for the Iterative Drafting and Implementation Planning Phase include:

- A final strategic plan that includes Elevate School's refined purpose, strategic direction, 3- or 5-year goals, and strategies, as well as an implementation plan that includes metrics, an implementation timeline, and staffing and financial implications.

As should be clear in the description above, we view ourselves both as the facilitator and as your partner in the strategic planning process and expect the end product to be the result of engaged discussions among Elevate School's staff and key stakeholders. The planning is iterative and intended to identify and resolve key concerns early in the process while simultaneously creating an environment for productive collaboration from the outset. We believe that this process results in clarity of direction and purpose and lays the foundation for effective collaboration among the entire organization moving forward.

Client and Stakeholder Engagement

A successful strategic planning process will require clear, consistent, and open communication with key stakeholder groups:

1. **Core Team:** Third Plateau has found that weekly or bi-weekly check-ins (via Zoom or conference call) with staff representatives from the organization leads to the best project results. These representatives should be members of the Steering Committee and serve as key contacts throughout the duration of this project.
2. **Strategic Plan Steering Committee:** The Steering Committee will convene for the Planning Retreat, Feedback Session, and Closing Session. They also have the option to attend either or both of the Implementation Planning workshops. Additionally, Third Plateau will share periodic email updates with the Committee throughout the process.
3. **Board of Directors:** Keeping the Elevate School Board in the loop throughout the process is critical for the plan to be adopted and successfully implemented. Third Plateau will work with Elevate School leadership to identify the timing and environment(s) that will work best to engage your board. (Note that at least some board members should be represented on the Steering Committee.)
4. **Internal and External Stakeholders:** Third Plateau recognizes the strongest planning processes are rooted in transparency and inclusion. As such, there will be opportunities for stakeholders to engage during the process. Throughout the engagement, Third Plateau will work with Elevate School's leadership to identify opportunities to communicate with staff, key advisors, and the broader network and to ensure stakeholder voices are heard.

We are also happy to think through how best to engage other groups identified by Elevate School.



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Strategic Planning Principles

Great strategic planning is not one-size fits all; each organization has nuances and therefore requires a unique and fully customized approach. That being said, we have found a few elements inherent to any successful planning or refresh process:

1. **It’s your plan, not ours:** Our job is to facilitate and ensure the process is moving forward in a healthy, productive way. We seek to cultivate an inclusive and dynamic space in which everyone has access to the right information and in the right environments so that strong ideas emerge and you are best supported to realize the vision for Elevate School. We are not here to tell you your strategy; we’re here to enable you to shape your own future.
2. **Our goal is action:** As an impact-focused firm, we cringe at the idea of creating a printed plan that sits on a shelf and gathers dust. Instead, we drive to help you create a living, breathing, actionable document that can grow and evolve as Elevate School continues to evolve, supporting the organization to best realize its refined purpose.
3. **The process is just as important as the product:** Even the greatest strategy in the world won’t mean much without the buy-in of the people who are going to implement it. Therefore, we work to bring diverse stakeholders into the fold from the beginning, empower them to have a voice in the process, and ensure they stay informed as decisions are made and the plan takes shape.

Timeline & Budget

Just as there is no one-size-fits-all approach to strategic planning, there is no one-size-fits-all timeline or budget. Rather, there is a great deal of flexibility in how the above Scope of Work is structured so as to fit your needs. Below is a matrix outlining how we could scale up or down the scope of work to hit two different price points. Please understand that this is entirely customizable; we can mix and match between the options to create the exact right process, experience, and budget for you.

		OPTION B	OPTION C
Pre-Planning	Core Team	No difference	No difference
	Strategic Planning Steering Committee	Up to 5 staff members	Up to 8 members (staff and board)
Phase 1: Learning	Facilitate Kickoff Meeting	No difference	No difference
	Review Documents and Data	No difference	No difference
	Develop a Learning Plan	1 key research question/topic	2 key research questions/topics + 1 case study
	Engage Key Stakeholders	6 interviews OR 2 focus groups + 1 interview	10 interviews OR 2 focus groups + 6 interviews



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	Write Research Memo	No difference	No difference
Phase 2: Ideation	Facilitate Planning Retreat	No difference	No difference
	Draft Strategic Plan Outline	No difference	No difference
	Conduct Follow-on Research	8 hours of follow-on research	10 hours of follow-on research
	Host Strategy Brainstorms	2 strategy brainstorms	3 strategy brainstorms
Phase 3: Iterative Design	Facilitate Vetting Workshop	No difference	No difference
	Draft Strategic Plan	No difference	No difference
	Facilitate Feedback Session	No difference	No difference
	Facilitate Implementation Workshop 1: Measuring Impact	Combined into a single 2-hour virtual session	90-minute virtual session
	Facilitate Implementation Workshop 2: Resourcing		90-minute virtual session
	Draft Implementation Plan	No difference	No difference
	Facilitate Closing Session	No difference	No difference
	Finalize Strategic Plan	No difference	No difference
	PROJECT COST	\$30,000	\$50,000
	TIMELINE	5-6 months	6-7 months



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Project Team

For Option B (\$30,000), the project will be led by a Director or Senior Director, and supported by an Associate or Senior Associate.

For Option C (\$50,000), the project will be led by a Director or Senior Director, supported by an Associate or Senior Associate, and receive strategic guidance (and retreat and drafting participation) from a Vice President or Co-Founder.

You can view the full Third Plateau team and their bios at <https://thirdplateau.com/about>. The exact staff members assigned to this project would depend on project start date.

CONTACT US

Please do not hesitate to contact us if you would like more information or have any questions about this proposal or Third Plateau in general.

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