



CHARACTER • EQUALITY • EXCELLENCE  
RESPONSIBILITY • TEACHABILITY

### REGULAR BOARD MEETING AGENDA

**March 16, 2023, 5:30 PM**

info@creteacademy.org (323-791-1600)

<https://ucihealth.zoom.us/j/94522747775?pwd=VkttUWppR0RiSmVIYzRIUWRNUVdzdz09&from=addon>

Meeting ID: 945 2274 7775 (Passcode: 681771)

6103 Crenshaw Boulevard, Los Angeles, CA  
1775 Ximeno Avenue, Long Beach, CA  
18111 Elaine Avenue, Artesia, CA  
385 Charles E Young Dr. E, Los Angeles, CA  
444 South Flower Street, 1800, Los Angeles, CA  
515 S Figueroa St, Suite 2000 90071

**1. Welcome**

A welcome from the board secretary commenced meeting at 5:30 p.m. Quorum was reached for a portion of the meeting, however due to time allotted for public comment, remaining items for board vote will be moved to next regular board meeting in April.

**2. Roll Call**

- 1. Mr. Yusef Alexander                    present\_\_\_\_ absent\_x\_\_
- 2. Dr. Reginald Austin                    present\_x\_\_ absent\_\_\_\_
- 3. Mr. Joss Tillard Gates, JD            present\_\_\_\_ absent\_x\_\_
- 4. Mr. Bryan Gonzalez                   present\_x\_\_ absent\_\_\_\_
- 5. Ms. Marina Samson, JD                present\_\_\_\_ absent\_x\_\_
- 6. Ms. Lataysia Starks, MBA            present\_x\_\_ absent\_\_\_\_
- 7. Dr. Ursula Worsham                   present\_x\_\_ absent\_\_\_\_

**3. Public Comment [info@creteacademy.org](mailto:info@creteacademy.org) (323-791-1600)**

The board heard public comment from several parents from Budlong who expressed concerns regarding use of classroom space as proposed by the district for Crete Academy. Concerns were focused on utilization of space previously designated as a parent center and classroom capacity of current Budlong students. Crete co-founders and Chief of Staff were present in this manner and shared a desire to work collaboratively for a resolution that benefited all learners. A Spanish-speaking representative was on-site to ensure all parent concerns were heard by the board. The board thanked all involved and assured the Budlong parents present, their collective feedback was appreciated and valued.

**4. Review and Approval of Meeting Minutes**

**BOARD VOTE**

(February Regular Board Meeting Minutes)

- 1. Mr. Yusef Alexander                    yay \_\_\_\_ nay\_\_\_\_
- 2. Dr. Reginald Austin                    yay \_\_\_\_ nay\_\_\_\_
- 3. Mr. Joss Tillard Gates, JD            yay \_\_\_\_ nay\_\_\_\_
- 4. Mr. Bryan Gonzalez                   yay \_\_\_\_ nay\_\_\_\_
- 5. Ms. Marina Samson, JD                yay \_\_\_\_ nay\_\_\_\_

Public Comment: the meeting location is wheelchair accessible. Speakers needing any disability related or language accommodation should notify the board Secretary a minimum of 24 hours in advance of the meeting to arrange for accommodations, and inform the staff upon arrival.

- 6. Ms. Lataysia Starks, MBA                      yay \_\_\_\_ nay\_\_\_\_
- 7. Dr. Ursula Worsham                            yay \_\_\_\_ nay\_\_\_\_

This item will be moved for review and board vote at the April *Regular Board Meeting*.

- 5. The Board requires a Board Chair (President)** and one should be appointed by the entire governing board. To ensure adequate support for the governing board and school respectfully, the Executive team requests an interim Board Chair be named on record, until a permanent board chair is identified.

**BOARD VOTE**

- 1. Mr. Yusef Alexander                      yay \_\_\_\_ nay\_\_\_\_
- 2. Dr. Reginald Austin                        yay \_\_\_\_ nay\_\_\_\_
- 3. Mr. Joss Tillard Gates, JD                yay \_\_\_\_ nay\_\_\_\_
- 4. Mr. Bryan Gonzalez                        yay \_\_\_\_ nay\_\_\_\_
- 5. Ms. Marina Samson, JD                    yay \_\_\_\_ nay\_\_\_\_
- 6. Ms. Lataysia Starks, MBA                yay \_\_\_\_ nay\_\_\_\_
- 7. Dr. Ursula Worsham                        yay \_\_\_\_ nay\_\_\_\_

This item will be moved for review and board vote at the April *Regular Board Meeting*.

- 6. The Executive Team at Crete Academy would like to add two additional board members** to the Board of Directors. The two individuals for the board's consideration are very passionate about providing a high-quality education to our students and have both served on charter school boards in Los Angeles.

**BOARD VOTE**

- 1. Mr. Yusef Alexander                      yay \_\_\_\_ nay\_\_\_\_
- 2. Dr. Reginald Austin                        yay \_\_\_\_ nay\_\_\_\_
- 3. Mr. Joss Tillard Gates, JD                yay \_\_\_\_ nay\_\_\_\_
- 4. Mr. Bryan Gonzalez                        yay \_\_\_\_ nay\_\_\_\_
- 5. Ms. Marina Samson, JD                    yay \_\_\_\_ nay\_\_\_\_
- 6. Ms. Lataysia Starks, MBA                yay \_\_\_\_ nay\_\_\_\_
- 7. Dr. Ursula Worsham                        yay \_\_\_\_ nay\_\_\_\_

This item will be moved for review and board vote at the April *Regular Board Meeting*.

- 7. Universal PreKindergarten Planning and Implementation Grant**  
The California 2022–23 State Budget package allocated additional funding for the UPK Planning and Implementation Grant Program as a state early learning initiative with the goal of expanding access to prekindergarten programs at local educational agencies (LEAs). Crete Academy has applied for this grant program

**BOARD VOTE**

- 1. Mr. Yusef Alexander                      yay \_\_\_\_ nay\_\_\_\_
- 2. Dr. Reginald Austin                        yay \_\_\_\_ nay\_\_\_\_
- 3. Mr. Joss Tillard Gates, JD                yay \_\_\_\_ nay\_\_\_\_
- 4. Mr. Bryan Gonzalez                        yay \_\_\_\_ nay\_\_\_\_
- 5. Ms. Marina Samson, JD                    yay \_\_\_\_ nay\_\_\_\_
- 6. Ms. Lataysia Starks, MBA                yay \_\_\_\_ nay\_\_\_\_
- 7. Dr. Ursula Worsham                        yay \_\_\_\_ nay\_\_\_\_

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(-Item #7: This item will be moved for review and board vote at the April *Regular Board Meeting*.)

- 8. Updated 2022-2023 TK-6<sup>th</sup> Grade Suicide Prevention Plan for Crete Academy.** The Suicide Prevention plan has been updated to include documents Suicide Prevention Awareness for staff, Understanding Suicide Myths and Facts, Self Injury Awareness for Staff and a list of resources available for Suicide Prevention
- BOARD VOTE**

- |                               |           |          |
|-------------------------------|-----------|----------|
| 1. Mr. Yusef Alexander        | yay _____ | nay_____ |
| 2. Dr. Reginald Austin        | yay _____ | nay_____ |
| 3. Mr. Joss Tillard Gates, JD | yay _____ | nay_____ |
| 4. Mr. Bryan Gonzalez         | yay _____ | nay_____ |
| 5. Ms. Marina Samson, JD      | yay _____ | nay_____ |
| 6. Ms. Lataysia Starks, MBA   | yay _____ | nay_____ |
| 7. Dr. Ursula Worsham         | yay _____ | nay_____ |

This item will be moved for review and board vote at the April *Regular Board Meeting*.

- 9. Board Members must complete the Form 700 annually** with Los Angeles County. Board members should have received an email requesting the Form 700 from the County to the email address provided to Crete Academy upon accepting the board member role.
- BOARD REVIEW**

Board members were reminded of the pending April 1<sup>st</sup> deadline for Form 700.

- 10. Preliminary Proposal provided by LAUSD's Prop 39 Office.** The Preliminary offer is for the 2023-24 school year for 264.96 In-District Classroom ADA. The final offer will be made April 1, 2023 and if it is the same as the Preliminary Offer, Crete Academy will accept the offer officially by May, 1, 2023.
- BOARD REVIEW**

The Crete Chief of Staff discussed the prelim proposal which was followed by a discussion with the public as referenced in agenda item #3.

- 11. Williams Audit Results.** The Los Angeles County Office of Education conducted facilities audit at the address of 6103 Crenshaw Blvd. Los Angeles, CA 90043 on February 28th. Crete Academy received a rating of 97 out of 100. A copy of the report is located in the board packet.
- BOARD REVIEW**

Upon review, the board discussed the Williams Audit results and referenced 2 minor fixes that were addressed within the report.

- 12. MTD Fiscal Reports –Crete Financials**
- BOARD REVIEW**
- |   |                        |                   |  |
|---|------------------------|-------------------|--|
| 1. Financial Summary  |                        |                   |  |
| - ADA Analysis  |                        |                   |  |
| - Income Statement (YTD Budget vs. YTD Actuals and Budget vs. Forecast) |                        |                   |  |
| - Balance Sheet   |                        |                   |  |
| 2. Cash Flow Forecast   | 3. Financial Narrative | 4. Check Register |  |

The board was provided the MTD Fiscal Report in advance of the meeting with no additional comments for discussion or review at the time of the meeting. Crete remains on track with solid fiscal health.

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Tamara Keller is a marketing and advertising professional with expertise at driving the convergence of brands, culture and tech. She has worked across many industries – from entertainment to colleges and universities to the federal government space – driving consumer-centric growth strategies focused on cultural relevancy. She is constantly seeking out projects that merge marketing and culture and is driven by identifying ways to bridge a company's current processes and business goals and providing forward-thinking solutions. Although she has a solid background and education in corporate financial management and engineering, her current passion lies in developing integrated marketing plans that turn action into advocacy through relevant communication at multiple touch points in a consumer experience. Tamara's structured approach to all projects is an integral component of the team's project execution. From analyzing multi-million dollar budgets for the federal government to managing multiple client types at one of the largest consulting companies in the world, she brings her analytical expertise into all facets of her work. Tamara loves all things process and purposeful – she brings this mindset into her meticulous research, creative content development, and innovative marketing strategies. Tamara has always been passionate about mentoring youth, specifically in STEM advocacy work. She fuels this passion by advising boards across the nation and mentoring local high school children in underserved communities on a weekly basis.

## **PROFESSIONAL EXPERIENCE**

### **The Sax Agency, Los Angeles, CA Chief Operations Officer (November 2012 – Present)**

Partner in a multi-disciplinary marketing agency that focuses on strategic project management, innovative solutions and sound execution. Specific accountabilities include:

- Developing business cases to deliver brand growth and client-centric experiences.
- Managing and driving creative and operational efficiencies, client relationship growth and collaborative integration of cross-consumer platforms.
- Creating and managing holistic consumer engagement programs to build company revenue, reputation and experiential marketing efforts led by technology integration.
- Leading cross-functional teams that perform core market research activities and business analyses to launch scalable, results-driven marketing programs that integrate strategy, content, and media into notable experiential programs.
- Collaborating and reporting with/to internal and external stakeholders on execution of initiatives related to: project scoping, defining business requirements, creating and executing standardized processes, resolving execution issues, managing project budgets, and monitoring results.

### **Deloitte & Touche LLP, Washington DC Enterprise Finance & Risk Services Manager (March 2010 – March 2012)**

Manager in the firm's financial management sector; with specialization in financial risk analysis, internal controls, performance management, and business process assessment and documentation. Specific client projects in this role included:

- Development of an evaluation methodology and corrective actions for an under-performing State-specific program. The project required identification and documentation of the State's current processes, pain points, and trends in order to determine the best practices, tools and resources needed for program improvement.

- Performance of specialized reviews for various State offices which required identifying and examining the compliance of contractual requirements with respect to various program funds, identifying and redeploying unused program funds, and implementing standardized business processes with built-in control activities for future program fund monitoring.
- Establishment of program performance measures for use with an Agency's ongoing strategic planning efforts. The performance measures were tracked and modeled for use in the Agency's budget planning and formulation processes.

**U.S. Department of Transportation  
Federal Railroad Administration, Washington DC  
Office of Financial Management  
Financial Analyst (2005 – 2010)**

Financial Analyst for the Agency's \$11 billion budget; with a focus on preparing budget justifications and financial crosswalks in support of resource and fiscal data provided by multiple program offices. Other duties in this role included:

- Acting as Agency Performance Lead in managing the coordination and analysis of each program's funding, activities, outputs, and outcomes.
- Preparing and managing Agency budget responses for multiple internal and external sources, such as: Congressional Questions for the Record (QFRs), the Department's yearly Budget in Brief, and the Department's Performance and Accounting Report.
- Reporting and tracking on Agency's major development initiatives and projects such as Amtrak's Northeast Corridor, the high speed rail projects outlined in FRA's 2008 Passenger Rail Investment and Improvement Act (PRIIA) and other designated public/private partnerships.
- Managing the monthly reconciliation of various financial tracking resources, including the Federal SF 132 (Apportionment and Reapportionment Schedule) and SF 133 (Report on Budget Execution) documents.

Also, served as Program Lead/Support for multiple projects in the Office of Financial Management, including:

**Federal Managers Financial Integrity Act (FMFIA) & OMB Appendix A-123 Implementation Project**

Program Lead for both the FMFIA and OMB Appendix A-123 Implementation Projects which required conducting regular working group sessions in order to develop and prioritize business and functional requirements and capture any issues or risks involved in the implementation of Federal Financial directives. Some of the related tasks were:

- Acting as Audit Liaison for outside audit firms coordinating the review and testing of internal controls.
- Compiling business process narratives and process flows documenting and identifying internal control weaknesses and business process improvements, as well as documenting the condition, criteria, cause, effect and recommendation for each one.

**Budget Formulation & Execution Module (BFEM) Program**

Agency lead for the BFEM application environment which allowed for the Agency to set up a budget data gathering structure and document output program for the Agency's budget submission to the Office of Management and Budget (OMB) alongside its Congressional Justification. Resulting tasks included:

- Coordinating and developing contractor efforts in the agency-specific software design for overall implementation at the Department level.
- Collecting and providing financial and human resource allocations to support the software's budget formulation process.
- Identifying and submitting the appropriate budget justification documentation to input into the BFEM system.

Project Manager for the Pier 57 initiative to convert New York City's Pier 57 into a cultural and commercial destination within the Hudson River Park. The initial project included 110,000 square feet of roof-top public open space, a perimeter walkway, a marina, and a variety of restaurants and entertainment spaces. Related duties included:

- Acting as Lead Engineer and Project Manager of the Traffic Mitigation Analysis team, a \$500,000 study effort to survey and document travel patterns.
- Performed statistical analyses of traffic data collected onsite.
- Compiled a traffic implementation program for this project in order to determine the initial project feasibility.

**Lea+Elliott Transportation Consultants**

**2001 - 2004**

Assistant to the Deputy Project Manager of the Program Management Team on the \$250 million capital program for the Washington Dulles Automated People Mover (APM) system. The effort included:

- Analyzing the marketing of the project and supporting the project leader through budget analysis and updates, schedule control, and program invoicing.
- Preparing and synthesizing program updates and results for transportation engineering feasibility studies and technological assessments used throughout multiple facets of the airport expansion project.

**EDUCATION**

**Master of Business Administration**, University of Maryland (College Park, MD), January 2009

**Major:** Finance

**Minor:** Organizational Strategy

**Master of Science**, Georgia Institute of Technology (Atlanta, GA), May 2001

**Major:** Civil Engineering

**Minor:** Transportation Engineering

**Master of City Planning**, Georgia Institute of Technology (Atlanta, GA), May 2001

**Major:** Transportation Planning

**Minor:** Urban & Regional Studies

**Bachelor of Science in Civil Engineering**, Morgan State University (Baltimore, MD), May 1999

**Major:** Civil Engineering

**Minor:** Transportation Planning

**TECHNICAL EXPERTISE**

**Operating Systems:** Windows, Windows NT, Windows XP, Mac OS

**Software:** Microsoft Office Suite (Outlook, Word, Excel, PowerPoint), Adobe Creative Cloud (InDesign, PDF)

# MICHELLE OBESO-THEUS

Hawthorne, CA 90250

(510) 508-0731 - michelle@two11consulting.com

## PROFESSIONAL SUMMARY

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Forward-thinking plug and play C-Suite in sports and entertainment with the ability to develop client's business portfolio, financial and marketing roadmaps and flexible style to create an overall great brand enterprise, and success. Technical, creative and organized self-starter, motivated to improve sports business and creating stakeholder opportunities to continue empower clients personally and professionally.

## ACCOMPLISHMENTS

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### 2022 Milken Institute Panelist

*Sports and Entertainment: Impact of Inclusion*

## SKILLS

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- Nonprofit Strategy
- Global Business Expansion
- Project Planning & Management
- Integrity & Enthusiasm
- Resourceful & Creative
- Dedicated team player
- Problem Solver
- Curate & maintain relationships
- Business Development
- Contract Negotiation
- Investor Relations
- Annual Planning

## WORK HISTORY

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11/2022 to Current

### Head of Sports

**MBJ Enterprise** – Los Angeles, CA

- Identify plans and resources required to meet project goals and objectives.
- Initiate contacts with individuals and organizations, applying effective strategies and techniques to promote client success through all things sports.
- Meet with client to discuss goals and develop strategies for the sports enterprise.
- Remain composed and highly professional in fast-paced and constantly changing environment, effectively handling challenging situations.
- Develop and implement value-add strategies to increase profitability, expand market share and cement partnership.

05/2014 to Current

### Business Manager

**Phil Handy, Assistant Coach For Toronto Raptors** – New York, New York

- Guide negotiations and preparation of all business and client contracts off court.
- Manage day-to-day business operations, including accounting, marketing and public relations.
- Source and correct advanced strategic and tactical problems impacting business and sales management of his development application
- Built and deepen relationships with internal and external personnel to enhance presence and growth plans within organization.
- Summer International Coaching plans
- Enterprise Development

09/2019 to 05/2022 **COO & Business Manager**

**Kyrie Irving/KAI Family Enterprise – New York, NY**

- Aligned organizational objectives with company mission, increasing revenue, profit and business growth by collaboratively developing integrated strategies.
- Increased efficiency by streamlining processes and trimming unnecessary positions.
- Spearheaded various third-party contract negotiations to obtain favorable pricing and scheduling parameters.
- Managed Global presence and strategy for ALL partners
- Oversaw legal, accounting, employee benefits, bonuses and P&L , publicist and worked closely with assistant to ensure flow of communication was easy for the team
- Developed various new business ideas from ideation to execution
- 3 year roadmap for post career planning, estate planing etc
- Worked closely with NBA and Nets key decision makers to elevate client and manage expectation, addressing problems head on and implement corrective solutions
- Worked alongside Executive Director for KAIFFF to scale and impact global strategy
- Advanced all appearances and provided report of who will be there with bios, how many cameras, media

01/2016 to 07/2019 **VP Of Business Development**

**Dinwiddie Inc.**

- Reports directly to CEO and other C-Level Executives.
- Conduct research to prepare, gather and proof briefing materials, agendas and decks for all executive-level meetings.
- Analyze key aspects of the business to evaluate the factors driving results and summarized results for strategy planning.
- Meet with stakeholder and maintained productive relationships.



- Work with NBA to coordinate aligned collaborations
- Work closely with Brooklyn Nets and other key decision makers to elevate client
- Generate weekly, monthly, quarterly and yearly reports on financial budgeting with clients financial, legal and tax team, as well as process payroll.
- Manage day to day schedule
- Project Manage all of clients off court ventures
- Build a strategic roadmap for moving the needle for post career revenue
- Philanthropic planning tying all of profit ventures
- Ideation to conception of K8IROS shoe brand with clients vision
- Global business expansion expertise

01/2014 to 01/2016 **Executive Assistant**

**City of Hawthorne**

- Worked directly with City Manager, Mayor and Council and Chief of Police to achieve daily, weekly and monthly city initiatives set forth by Council.
- Strengthened Hawthorne's business attractiveness by leading implementation of Economic Development department, alongside the Planning Director.
- Partnered with the 2015 World Special Olympics as the representative for the City, coordinated all meals, housing, sponsors, activities for over 100 athletes and coaches from the Nigerian and Estonian Delegations over the course of a week.
- Utilized government opportunities with corporate business and entertainment for larger push on certain activations such as Chevrolet and LA Galaxy re-implementation of new Fusal fields for the community. Spearheaded all calendars, reports, events and up-to-date policies passed by the State of CA to stay in the know at all times.
- Managed Mayor and Council complex and frequently changing travel arrangements.
- Conducted research to prepare, gather and proof briefing materials, agendas and extensive excel knowledge required and power point decks for all executive-level meetings.
- Greeted visitors entering the Mayor office, determined the nature and purpose of visit and directed them to the appropriate destination.

01/2011 to 01/2014 **Director Of Special Projects**

**Kobe Inc**

- Managed principle's complex private domestic and international travel arrangements and managed all pre and post planning, including helicopter requests.
- Managed external contacts and calendar for Manager and Principle, kept track of relationship communication needed for priority contacts.

- Conducted research, prepared, gathered, proofed briefing materials agendas and decks for all high level meetings.
- Initiated rollout of Mamba FC youth soccer league and worked with state for implementation of 501c3 status.
- Vetted, hired and trained various staff for short and long term projects.
- Spearheaded KBA Basketball Academy from top to bottom and increased profits by 30% in one year through restructure of business line and creating sponsorship and scholarship opportunities for youth across the world.
- Developed and rolled out yearly goals for client's charitable efforts through KVBFF.org, ensured we met all non-profit IRS requirements, established a philanthropic voice for client in China working with the government and various projects he invested in to help sports be more prominent and obtainable for their culture.
- Managed clients Nike merchant account, seasonal product buys, enhanced online store productivity and sat in on the innovation of clients shoe with Nike visionaries.
- Created new revenue streams through seeking out global partners for client and strategically hitting untapped markets in the luxury world.
- Anything else I was asked to vet, research or execute on, I accomplished by any with the utmost integrity and confidentiality.

## EDUCATION

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### **Volunteer: Kidney Research & Mentorship Program**

UCLA - Los Angeles, CA

Mentored ESRD Patients

### **Volunteer: DECA Program Advisor/Judge**

MLK High School - Riverside, CA

DECA Program Advisor/Judge CA high school for Sports Entertainment Marketing

### **Bachelor of Arts: Business Administration**

CSU Hayward - Hayward, CA

### **LA Alliance College Ready: Scholar Success Board Member**

Los Angeles Unified School District - Los Angeles, CA

**RESOLUTION OF THE BOARD OF DIRECTORS  
CRETE ACADEMY  
A California Public Benefit Corporation  
Board Resolution 16**

**RESOLUTION APPROVING CHARTER MATERIAL REVISION - CRETE ACADEMY**

WHEREAS, the Board of Directors ("Board") of Crete Academy (the "Charter School") finds it in the best interest of Crete Academy and in furtherance of its educational and public purposes to submit an application for Charter School Facilities Program Funding to secure a permanent facility.

NOW THEREFORE, BE IT RESOLVED, the Board of Directors of Crete Academy grants permission to the school leadership to complete and submit an application for Charter School Facilities Program Funding, as it deems necessary.

BE IT RESOLVED, that the school leadership shall submit an application for Charter School Facilities Funding during the 2023 calendar year.

IN WITNESS WHEREOF, the Board of Directors has adopted the above resolution by the following vote at a regular Board meeting this 4th day of April, 2023.

AYES:

NOS:

ABSTENTIONS:

By: \_\_\_\_\_  
Ursula Worsham, Secretary

# Proposal for Business Management Services



CHARACTER ● EQUALITY ● EXCELLENCE  
RESPONSIBILITY ● TEACHABILITY



March 30, 2023

Sergio Martus, Chief of Staff  
Crete Academy  
6103 Crenshaw Blvd.  
Los Angeles, CA 90043

Dear Sergio:

Thank you for the opportunity to submit a proposal for business management services for Crete Academy. It was a pleasure speaking with you this week, and our conversations gave our team a solid understanding of your needs, preferences, and pain points. We intend to exceed your expectations, with particular focus on priority areas for Crete Academy's back-office:

1 – **FOUNDATIONAL EXCELLENCE:** Crete Academy requires an equally strong foundation for both financial and student data support. We are committed to both of these pillars as part of our core service offering.

2 – **COLLABORATIVE PARTNERSHIP:** Crete Academy and Charter Impact will work together to integrate industry best practices and tailored processes that best meet Crete Academy's needs.

3 – **TAKING OWNERSHIP:** Errors will happen over a long enough horizon; you will have a team that takes ownership for mistakes and engages in a direct escalation process to make it right.

4 – **PLANNING FOR THE FUTURE:** As your team thinks strategically about Crete's future growth, you will have the support of a thoroughly-invested and well-resourced team who understands how to execute your plan and goals, including building a stronger reserve balance and finding a suitable forever site.

As Crete Academy experiences not only great successes but also inevitable challenges in the future, we would love the opportunity to support you with the most accurate and efficient advisement and service. We believe that utilizing our deep, nuanced expertise would be an asset to your team. We feel confident that Charter Impact would be an excellent partner for Crete, and that we can provide a competitively priced service offering with the highest qualifications and service capabilities.

Please contact me with any questions or comments regarding our proposal or our services. We are very excited about the opportunity to partner with your organization and greatly look forward to hearing back from you.

Sincerely,

A handwritten signature in black ink, appearing to read "Ad K".

Adam Kaeli  
Co-CEO  
Charter Impact, Inc.

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The Charter Impact team has an uncanny ability to break down complex financial information. They do a great job balancing prudent fiscal management with creative problem-solving.

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**VALERIE BRAIMAH**

EXECUTIVE DIRECTOR, CITY CHARTER SCHOOLS, 2013 - 2021 (LOS ANGELES)



## Collaboration as a Management Solution

Managing a charter school and providing specialized education to your local community is a righteous endeavor and one that only a team of highly qualified educators can tackle. However, navigating the financial and operational side of the organization can be a daunting task. School funding, regulations and reporting are constantly changing. Managing and monitoring these areas while staying in compliance with internal controls and avoiding audit findings is labor intensive, and it takes your time away from the classroom. **We can help.**

Charter Impact is a mission-driven business partner dedicated to empowering charter schools and non-profits with professional, personalized financial management and operational support. Our number one priority is to provide **timely, accurate financial information** with **dependable, responsive customer service** at an affordable cost.

Our model of service resembles more of a hand-in-hand partnership than a “back” office company. We stand with our clients, not behind them, and help navigate from start-up through strategic growth and into long-term sustainability. We believe that what separates us from other firms is our ability to go a step beyond producing financial statements. As a team of experienced CPA's, finance experts, and other business professionals focused on nothing but charter school and non-profit business management, we can offer the type of high-level professional and personal support that no one else can.

As **Crete Academy** continues its strategic focus on long-term sustainability and stability, it will be critical to have support from a team of professionals experienced in managing charter schools as well as affiliated non-profit organizations such as CMO's, facility holding companies and foundations. Having our team at your disposal will allow you to manage changes on the Crete Academy horizon effectively and efficiently, and we will work with you and your board to assist in the long-term strategic planning of the organization to ensure success.

### **We highly encourage you to contact our references.**

From the perspective of a school leader, they can speak very clearly about what it means to work with a business management firm as a true partner to their mission.

# Mission Statement

## Our Vision

Charter Impact empowers mission-driven organizations to achieve their goals through personalized support in finance, operations and business management.

We accomplish this through enthusiastic collaboration within our team and with our clients to support their communities.

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## Core Values

### DO GOOD

Make sure it's right for you, the client, and the company.

### BE HONEST

Communicate with integrity and speak the truth.

### SUPPORT EACH OTHER

Your teammates are as important as your clients.

### SHARE YOUR IDEAS

Every one of us brings unique experiences to the team.

### DEBATE IS HEALTHY

Speak up, presume positive intent, seek clarity, and work toward resolution.

### GET UNCOMFORTABLE

Growth happens outside your comfort zone.

### FOCUS

Distractions are ever-present; don't let them become stumbling blocks.

### QUESTION THE STATUS QUO

Ask questions, present solutions, push the envelope, and then push it again.

### EMBRACE CHANGE

This is not a static task, job or company, and you are not a static person.

### KEEP LEARNING

Continuously expanding your abilities and skill-sets keeps you sharp and motivated.

### START STRONG; FINISH STRONG

Give it your all and present your finished product with pride.

### HAVE FUN

Your job is a worthy pursuit that impacts everyone around you. Enjoy yourself.



# Client Success Stories

The stories below provide a recent sample of what we help our clients accomplish.



## Enabling Outstanding Academic Results

Scholarship Prep Public Schools was looking to build on their strong reputation by expanding its mission and impact into additional counties. Charter Impact provided key data, including financial analysis for support of homeless and at-risk students' use of transportation to and from school, access to food, clothes, and additional supplies. Due to the strength of their schools' performance and petitions, **Scholarship Prep's Orange County site was awarded a coveted 7-year renewal and the organization received unanimous approval to open multiple schools through a Riverside County-Wide Charter, with the first school scheduled to open in spring of 2023.**



## Solidifying Your Facilities' Futures

Aspen Public Schools was evaluating plans for their facilities, including lease and purchase options. **Charter Impact partnered with legal and facilities planning experts to close over \$12 million in bond financing to purchase their leased Aspen Valley and Aspen Meadow facilities.** The funding also supported site improvements and ensures access to suitable cost-effective sites amidst increasing political and economic uncertainty.



## Successful Appeals

*College Preparatory Middle School — La Mesa* faced an uphill battle on approval of their new charter petition for the 2018–19 school year. After being denied at the local level, we stood and fought with the *College Prep* team, creating detailed financial plans, responding to multiple inquiries and presenting to the State Board in Sacramento — the eventual authorizer. **College Prep Middle School - La Mesa won their appeal and are in the fourth year of serving their community.**



## Building for Growth

*TEACH Public Schools* was founded in 2010 with a mission to provide innovative, dynamic, creative, and educationally enriching institutions of positive-driven learning. *TEACH* grew to three schools serving kindergarten - 12th grade in the Westmont/Gramercy Park community of Los Angeles, and within a decade, interest in *TEACH*'s program grew beyond state borders. **When TEACH Public Schools expanded from California to Nevada, Charter Impact was there to support them with the financial acumen and diligence needed to manage a multi-site, multi-state network.** Whether you're a start-up school seeking funding for your first facility or a large, complex network expanding your footprint, the Charter Impact team has the expertise to help you grow sustainably.

# References

## **CHRISTINA CALLAWAY**

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## **ANDREW CROWE**

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## **BILLY MCINTOSH**

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## **TERRI MARTIN**

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## **ANITA RAVI**

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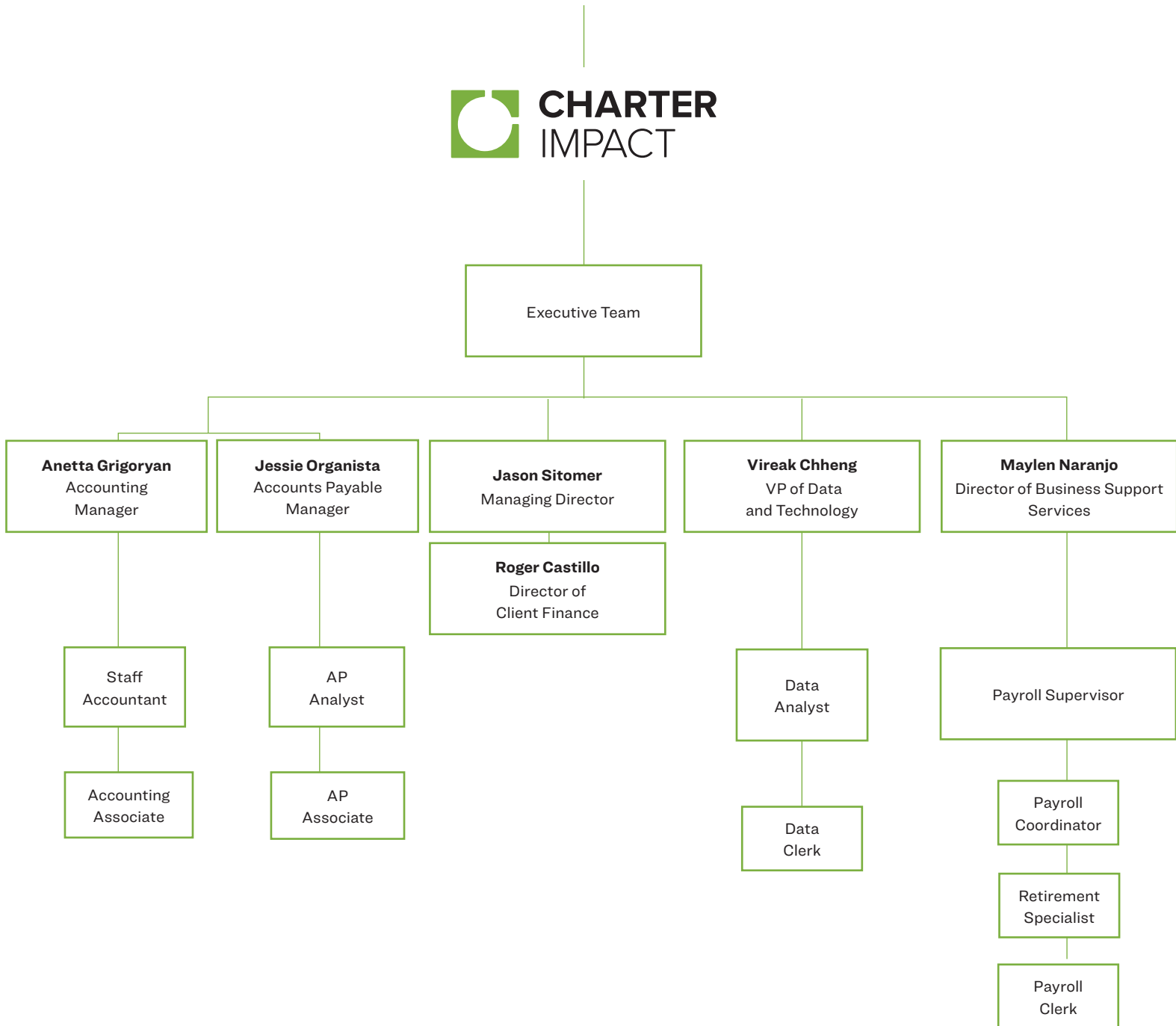
Financials are accurate and on-time. District and State compliance reporting has never been submitted past a deadline. Charter Impact is prompt and extremely professional.

---

### **TERRI MARTIN**

BUSINESS DIRECTOR, ASPEN PUBLIC SCHOOLS (FRESNO)

# School's Proposed Support Team



# Team Bios

Below you will find bios for members of our team who will be working directly with your organization. Actual staffing assignments are subject to change and dependent on both timing of term start and after detailed client needs assessment. For more information on the rest of our director team, please visit our website at [www.charterimpact.com](http://www.charterimpact.com).

## **SPENCER STYLES, C.P.A., M.P.A.**

President



As President, Spencer spearheads Charter Impact's initiatives and is responsible for the long-term growth and sustainability of the company. In addition to internal operations oversight, Spencer guides new schools through the start-up and grant

application process, directs and manages the strategic growth of existing schools, and bolsters established schools in their navigation and execution of facility financing.

Prior to Charter Impact, Spencer was the Vice President of Finance for Alliance College-Ready Public Schools, a network of 28 free public high schools and middle schools serving over 12,000 students in low-income communities in California with historically under-performing schools. His primary areas of concentration included maintaining all accounting systems, designing and implementing the internal control framework, developing cash flow projections and forecasts for organizational growth, and providing guidance on fiscal best practices.

Before working in the charter school world, Spencer was a practitioner in public accounting for several years and has experience leading audits and reviews of privately-held companies, publicly-traded companies, governmental agencies, not-for-profit organizations and employee benefit plans. He has also provided a wide variety of technical consulting including litigation support, due diligence testing for mergers and acquisitions, internal control design and implementation, stock option valuation and Sarbanes Oxley Section 404 compliance and implementation.

Spencer earned a Bachelor of Business Administration in Accounting with a minor in Mathematics, and a Master of Professional Accountancy degree with an emphasis in Finance, both from the University of Wisconsin-Whitewater. He is an actively licensed CPA.

## **DAVID LUECK**

Co-CEO



David joins Charter Impact with over 20 years of government service and operations experience bringing years of expertise and leadership in mission-driven enterprises. As Co-CEO, he supports client operations through team building and

process excellence to ensure best-in-class service.

Prior to Charter Impact, David specialized in the research, analysis and optimization of small and midsize businesses. Before his work in the private sector, David completed over 20 years of service in the US Navy including numerous tours of duty and seven overseas deployments. For his final tour he served as the senior director of training and readiness for Destroyer Squadron 23 where he oversaw training, compliance and certification requirements of six guided missile destroyers comprising 1,800 personnel as well as directed the tactical employment of seven surface ship assets with Carrier Strike Group Nine onboard USS Theodore Roosevelt.

Previously, David completed tours assigned to USS Freedom, USS Fort Worth, USS Halsey, and USS Wyoming. Additionally, David was a Naval Science Instructor at Massachusetts Institute of Technology (MIT) NROTC where he trained and mentored future military leaders from MIT, Harvard, and Tufts for several years in between operational tours.

David holds a Bachelor of Business Administration in Finance from Jacksonville University where he graduated Summa Cum Laude and a Master of Arts in Law and Diplomacy (MALD) from The Fletcher School at Tufts University. Outside of work, David enjoys time with his wife and son, cooking for family and friends, running, tennis, and hiking.

## **JASON SITOMER, M.B.A.**

Managing Director



Jason is responsible for helping schools thrive financially, stay up-to-date on compliance, and succeed in the new post-pandemic reality. Jason oversees a team of ten directors assisting over 70 organizations, 100 schools, and 50,000 students. He

takes pride in being a strategic partner with Charter Impact's clients and aggregating best practices from across the industry to drive successful outcomes.

Jason joined Charter Impact with over a decade of experience in finance, process improvement, planning and analysis. Most recently, he was Senior Director of Finance for Lifelong Learning Administration Corporation (LLAC), providing financial services to the Learn4Life network of charter schools. During his tenure, he was responsible for the financial projections, cash management, banking relationships, funding determination form applications, and ad hoc analysis and reporting for 20 California charter schools.

While there, Jason found his passion and drive for giving back to the community by helping charter schools utilize the resources available to them and create the most robust charter school programing possible. He is a strong advocate for school choice for all those looking for additional options outside of the traditional public schools currently available to students.

Prior to LLAC, Jason worked at a variety of entertainment companies (Sony, Fox, Universal, and Disney) in various roles focused on analysis and process improvement. He brings his working knowledge from the for-profit world to ensure that the same principles can be applied to the non-profit educational world so its leaders and organizations can achieve sustainable long-term success.

Jason earned his Bachelor of Science in Business Administration from San Francisco State University and his Master of Business Administration from Pepperdine University.

## **ROGER CASTILLO**

Director of Client Finance



Roger joins Charter Impact with over 8 years of non-profit finance and accounting experience with restricted funds. Most recently, he spent 4 years building his charter knowledge in a Senior Special Programs Accounting role at Green Dot Public

Schools, a charter management organization operating 28 schools across three states, where he was responsible for reporting to the schools' respective authorizers, stakeholders and state auditors.

During his tenure, Roger oversaw all fiscal compliance and reporting requirements for Title I, II, III & IV and Special Education in California, Tennessee, and Washington, all producing clean A-133 audits. By collaborating directly with LAUSD's Division of Special Education, Charter Operated Programs, Roger was also pivotal in revising the Special Education funding methodology to be better balanced based on need and severity.

Prior to Green Dot, Roger served as a Financial Analyst at Children's Institute, where he oversaw Foster Care, Adoption Promotion Support Services and Family Preservation programs in collaboration with the City of Los Angeles. While there, he created program-specific budget models that were not only flexible and accurate, but significantly reduced costs while maintaining compliance requirements.

Born and raised in L.A., Roger has a deep passion for education and mission-driven organizations committed to helping kids from the lower rungs of the socio-economic ladder. He believes that education is essential for people to achieve their full potential and to stop the cycle of poverty. Leveraging his determination and multifaceted experiences, Roger has developed the ability to build analytics and establish processes to help school leaders focus on their mission and the students they serve.

Roger earned a Bachelor of Science in Finance from California State University, Northridge.

## MAYLEN NARANJO

Director of Business Support Services



Maylen is responsible for leading Charter Impact's efforts in maintaining process efficiency and transparency through hands on, in-depth, personalized support of our clients.

Her role includes significant face time with client staff, providing training and obtaining feedback/suggestions about ways to best utilize and improve services.

She has been working with charter schools in several capacities for over a decade. In 2007, she joined the charter world as a payroll administrator at Partnerships to Uplift Communities (PUC), a non-profit charter school organization consisting of 16 schools serving the Northeast San Fernando Valley and Northeast Los Angeles. While there, she advanced to become the manager of PUC's Accounting department.

After her time at PUC, Maylen joined the team at a financial management services provider specializing in charter schools, where she played a leading role in managing both client services and personnel.

She continues that work at Charter Impact today, where she oversees and implements efficient operational systems, processes and policies in support of our growing company's mission and our expanding team.

Maylen is passionate about providing excellent service and personalized support to the great organizations we serve, and is confident that the work we do helps these schools offer the best possible education to underserved students.

Maylen earned a Bachelor of Science in Accounting and a Master of Business Administration from the University of Phoenix.

## VIREAK CHHENG

VP of Data and Technology Solutions



Vireak brings 15 years of charter-specific data and tech experience to Charter Impact. In his current role, he oversees attendance, CALPADS, information technology and student data services.

Vireak began his career with charter schools in 2002 at Camino Nuevo Charter Academy (CNCA), a community of high-performing public schools serving students in historically underserved neighborhoods of Central Los Angeles. Vireak spent 5 years working as a Data Systems Administrator and Information Technology (IT) Coordinator.

After his time at CNCA, Vireak joined the Alliance College-Ready Public Schools. The Alliance is currently the largest charter school network in Los Angeles, and larger than 75% of all school districts in California. During his 10 years at Alliance, he served multiple roles in which he oversaw technical design, data collection, reporting, and analysis functions for the organization. In his most recent role, as Senior Vice President of Technology, he was responsible for developing strategic priorities and operating plans for IT, Student Information Systems (SIS) and Research, Assessment and Data teams.

As the accountability landscape becomes more demanding, charter schools must demonstrate their student information and achievement in more sophisticated ways. A key part of Vireak's work with Charter Impact is focused on guiding clients to make data-informed decisions to impact and highlight the success of their schools and students. Vireak is passionate about ensuring that all students have an opportunity to experience high-quality education and is thrilled to use his expertise to continue serving the charter community.

Vireak earned a Bachelor of Science in Computer Engineering from California State University, Northridge.

# Services Proposed

Charter Impact's array of services provides all of the support that you would expect from an in-house finance/accounting department, plus student data services. Our services include not only the accounting, accounts payable and payroll departments, but also assistance with reviewing contracts, ad hoc financial analysis, support with vendor negotiations, assistance with facility financing, management of lender relationships, and much more.

A basic description of our services are as follows:

## Business Management Services

### 1. IMPLEMENTATION AND TRAINING

- + Create a customized accounting database based specifically on the school's reporting needs (both internal and external)
- + Import historical data to the extent possible (typically monthly balances as far back as data is available) to allow for maximum comparability of financial information
- + Review existing contracts for terms, requirements and school responsibilities
- + Create, refine or replace existing processes and procedures to increase efficiency and improve the strength of internal controls
- + Provide training in specific processes and procedures to school site staff including: accounts payable, accounts receivable/deposits, petty cash accounts, student stores, payroll, etc.
- + Provide training to new and/or existing board members on:
  - Charter school funding - including drivers, calculations, restrictions and cash flow timing,
  - Reading and interpreting financial reports, and
  - Internal controls and the board's responsibility for oversight and maintenance

### 2. ACCOUNTS PAYABLE PROCESSING

- + Review all invoices sent to Charter Impact for proper approval and coding
- + Enter invoices for each reporting entity, process check payments, and send checks directly to vendors to reduce turn-around time
- + Provide weekly check registers, accounts payable aging reports, vendor payment history or other ad hoc reports on a recurring or as needed basis
- + On an emergency basis, same day payments can be processed in addition to the weekly cycle (\*additional processing fees apply).

### 3. ACCOUNTS RECEIVABLE PROCESSING

- + Monitor the receipt of State approved ADA funding amounts and verify balances paid are correct
- + Work directly with governmental agencies to resolve any issues or discrepancies identified

- + Review all donor letters and grant agreements for proper coding and revenue recognition in accordance with GAAP
- + Maintain independent records, as necessary, for both public and private sources to ensure accurate reporting and compliance

#### **4. BANK RECONCILIATION AND GENERAL LEDGER MAINTENANCE**

- + Reconcile all bank accounts on a weekly basis for a heightened level of security and monitoring
- + Alert management to any irregularities, un-reconciled amounts, or missing documentation
- + Maintain general ledger in accordance with GAAP on an ongoing basis, ensuring all revenues and expenses are recorded and reported accurately
- + Maintain an inventory of fixed assets over the school-designated capitalization threshold and calculate depreciation on a monthly basis

#### **5. CASH MANAGEMENT**

- + On a weekly basis, use reconciled bank balance to project daily cash balances for 30 days (for analysis of cash for any period of time over 30 days, the monthly forecast will be utilized)
- + On a weekly basis, provide schools with amount of cash available for accounts payable or other discretionary spending while ensuring sufficient funds for regularly recurring transactions such as payroll, taxes, rent, insurance, etc.
- + Plan and manage payment of outstanding debt as needed
- + Prepare all financial reporting necessary for renewal of loans or lines of credit
- + Present line of credit status to board and obtain board resolutions as needed
- + Monitor compliance with all debt covenants as a part of the ongoing budgeting and forecasting process
- + Analyze future cash flow and determine whether schools need to make adjustments to spending or seek other funding options.

#### **6. MONTHLY FINANCIAL REPORTING**

- + Provide a monthly reporting package by the 20th day of the following month, assuming all necessary data is received from the school site on a timely basis, to ensure management has the necessary information to make sound business decisions
- + Create financial reporting package based on customized business segments. This includes budgets and forecasts as well.
- + Offer a menu of report options for the monthly financial reports including, but not limited to:
  - Monthly summary by financial section with bulleted highlights for presentation purposes
  - Monthly Cash Flow Forecast and comparison to approved budget
  - Budget vs. Actual Report (both current month and year-to-date)
  - Schedule of Revenue and Expenses by Period
  - Comparative Statement of Financial Position



- Combining/Consolidating Statements of Activities and Financial Position
- Statement of Cash Flows (both current month and year-to-date)
- Accounts Payable/Receivable Aging
- Check Register(s)
- General Ledger Detail
- Other customized reports as requested by the school, executive team or board
- + On a monthly basis, review and present the financial package with the school staff and/or board members to assess the current fiscal condition of the school
- + Provide access to the accounting database via a VPN connection allowing school staff to run reports and see real-time data as it exists in the system
- + On an as needed basis, provide or present financial information or training to lenders, board members, community members, parents or other external parties as requested by the school.

## **7. COMPLIANCE AND GRANT REPORTING**

- + Support school with LCAP development, including preparation of the budget, ensuring adherence to Supplemental and Concentration funding requirements and integrating the LCAP budget into the overall school operating budget
- + Assist the school with grant applications including the development of grant-specific budgets as well as school long-term projections
- + Track all restricted revenues (both public and private) to ensure compliance with governmental and donor-required restrictions
- + Provide financial information and reporting to governmental entities, donors, and other supporting organizations for grant compliance

## **8. CHARTER AUTHORIZER SUPPORT**

- + Support the school with all financial and business communications with the charter authorizer. This includes, but is not limited to:
  - Prepare regular financial reporting (budget and interims)
  - Provide ad hoc financial documents and reports as requested
  - Partner with school leaders to meet with authorizer staff to discuss fiscal health and outlook of the school
- + Assist in the renewal process by preparing and/or reviewing fiscal narratives, preparing the required forecasts and cash flow projections, and calculating the LCFF with assumptions.

## **9. ANNUAL BUDGET CREATION AND REVISIONS**

- + Work with school staff on an annual basis to create a 5-year budget and cash flow projection to ensure proper future planning
- + Provide a monthly budget and cash flow report to monitor the cash balance and protect against the gap caused by revenue and expenditure seasonality
- + Revise the annual forecasts on an as-needed basis (but at least monthly) to provide school

staff and board members with accurate year-end projections and the information necessary in a constantly changing environment

## **10. AUDIT PREPARATION AND OVERSIGHT WITH AUTHORIZERS**

- + Maintain electronic records of all transaction support
- + Work directly with the independent auditors to provide information, thereby reducing client time commitment and audit fees
- + Participate in, and support all oversight reviews from charter authorizers and governmental agencies to improve outcomes

## **11. TAX PREPARATION AND SUPPORT**

- + Prepare and electronically submit Form 1096 (summary of all 1099 forms) to the IRS for all required vendors and service providers
- + Prepare and report sales and use tax returns
- + Provide any and all information necessary for the preparation and submission of Form 990

*NOTE: Payroll tax reporting is included in the payroll processing section below*

## **12. STRATEGIC PLANNING**

- + Work with school management and the Board of Directors to develop long-term strategies to ensure the school's prosperity
- + Provide second opinions and act as sounding board for school management and the Board on business and financial matters

From day one, Charter Impact has been extremely patient in listening to and serving our needs. They are second to none and I cannot overstate how appreciative everyone from the Allegiance team is to be partnering with them.

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**ANDREW VESTEY**  
BOARD CHAIRMAN, ALLEGIANCE STEAM ACADEMY (CHINO)

## Payroll Processing and Retirement Reporting

Payroll is one of the most critical areas of an organization's business office. Our payroll team is well versed in charter school payroll issues and has the depth of experience to handle any and all processing nuances that inevitably arise.

### 1. PAYROLL PROCESSING

- + Maintain employee static pay information in a payroll database
- + Process status updates, new hires, terminations, and/or informational changes in payroll system
- + Assist in the development of a regular payroll schedule that is compliant with State labor laws and consistent with employee contracts
- + Process supplemental payroll runs such as the following:
  - Involuntary termination - the check will be prepared ahead of time and provided to the school on the termination date
  - Voluntary termination without notice - the check will be prepared and delivered to the employee within the time frame required by the State
  - Scheduled bonuses/stipends
  - Additional unscheduled/emergency payroll runs
- + Process and pay all federal and state payroll tax payments according to required guidelines
- + Prepare the state payroll tax filing report annually, and quarterly for federal and state agencies
- + Prepare, review, and distribute W-2s to all employees

### 2. RETIREMENT REPORTING

- + Create reports and submit to the County by the due date assigned
- + Work directly with the County and CalSTRS / CalPERS about questions and required supplemental reporting such as:
  - F496 files to SEW (if applicable)
  - CalPERS contributions directly in the CalPERS website
  - Newly elected or mandatory qualified members into the CalSTRS website
  - New appointments for CalPERS members (newly elected or modifications)
  - Entries and corrections from payroll through CalPERS (Public Employees' Retirement System) and CalSTRS (State Teacher's Retirement System)
- + Ensure all STRS and PERS payments are made before the due date via ACH, EFT, or Check.
- + Provide ongoing updates to Client staff regarding:
  - Processes and procedures related to pension programs
  - Changes to eligibility and classification
  - Compensation Limits
  - Rate changes

- + Monitor and manage CalSTRS, CalPERS and CROWE audits
- + Manage internal audits, corrections, and reconciliations of pension plan input
- + Process 403(b) retirement plan deductions, if applicable, submit payments to the third-party administrator in compliance with State and Federal laws

### **3. WEB-BASED EMPLOYEE TIMEKEEPING SYSTEM**

- + All employees can be given online access to a streamlined, secure electronic timekeeping system which is fully integrated into our accounting system and eliminates the need for paper timesheets.
- + In addition to entering time, employees can also electronically:
  - request time off
  - make changes to their addresses and W2s
  - access their historical paystubs

### **4. GENERAL SUPPORT**

- + Provide support with creation of internal processes and procedures, forms and tracking systems

## Student Data Support

With the introduction of the Local Control Funding Formula, student data reporting has taken an increasingly important role in determining school funding. Charter Impact has experts on staff who can support you when questions arise or help you select and design a data system that works best for you and ensures maximum school funding.

### 1. CALPADS REPORTING

- + Reconcile all attendance data on a monthly basis
- + CALPADS Fall 1 Data submission, including SSID Enrollment, Student Information Record, English Learner Program Record and Student Program Records
- + CALPADS Fall 2 Data submission, including Staff Assignment, Staff Demographics, Course Section and Student Course Section
- + CALPADS EOY 1-3 submission, including Student Discipline, Student Waiver, Student CTE and Student Absence
- + Maintain monthly enrollment synchronization with CALPADS and SIS retrieval
- + Report CALPADS anomalies to school management
- + Report development, including transcripts, report cards and custom reports

### 2. ATTENDANCE TRACKING AND REPORTING

- + Monthly attendance reconciliation
- + Independent Studies setup
- + Revised monthly submission
- + Attendance audit report tracking
- + Monthly ADA calculation
- + Prepare Monthly, P-1, P-2 and Annual attendance reports from school-provided records, and submit to the chartering agency
- + Attendance alerts
- + Report all requisite attendance data to the charter authorizer and State agencies

### 3. STUDENT INFORMATION SYSTEM (SIS) SUPPORT

- + Conduct multiple trainings for various school staff as needed:
  - Initial product training, including but not limited to system navigation, student and staff account management, student scheduling task management, and import and export of data and reports
  - Client Counselor and Registrar/Office Manager trainings on system components, including but not limited to entering and managing historical grades, graduation progress tracking,

student demographic data entry (including state required fields), parent/emergency contact data entry, and data quality checks to run student data audits/exception reports to identify missing data.

- SIS trainings as needed for school staff on entering attendance, attendance changes, and running attendance reports, working with attendance data grid, truancy reports/letters, and attendance audits.
- PowerLunch, Admin and PowerTeacherPro trainings

+ System Setup

- Assist with Beginning of Year and End of Year tasks such as: importing student records, create years/terms, final grade setup, create sections, etc.
- Configure bell schedules and calendars that mirror regular, minimum and assembly day bell schedules
- Configure adequate attendance, incident, entry and exit codes that capture data at a desired level of granularity
- Track student activities such as: Independent Studies, Basketball team, academic decathlon, etc.
- Setup teacher grading environment via grade scales, assignment categories, standards, teacher comments, etc.
- Perform System Administrative tasks such as integration with 3rd party software providers, maintain security groups and new school setup.

#### **4. DATA AND ANALYSIS**

- + Generate standard reports based on available data in support of multiyear and subgroup analysis of CAASPP, English Learner, graduation rates, suspension rates, college/career readiness and chronic absenteeism data
- + Perform ongoing data validation to find and flag missing or incorrect data for correction purposes
- + Correlation analysis to validate or invalidate assumptions or expected academic achievement impact
- + Generate grade distribution report by section, teacher and/or course names
- + Produce English Learner reclassification candidate list based on available data and school criteria
- + Benchmark data analysis in support of identifying reteaching opportunities
- + Create perfect attendance, at-risk of chronic absenteeism, attendance rates by subgroups reports

# Term and Fees

The term of the initial contract would be from May 1, 2023 through June 30, 2025. Proposed fees for services are as follows:

1

## Implementation and Set-Up

For time spent on the initial set up, accounting system customization, updated cash flow forecast and process implementation, there is a one-time fee of \$5,000.

2

## Business Management Services

Variable fee of 1.75% of total revenue for each reporting entity.

*For example, if Client's total annual revenues are \$5.75M, our annual fees for Business Management Services would be \$100,625.*

3

## Student Data Support (optional)

Hourly fee of \$130 as support is needed or fixed fee of \$35 per pupil, per year.

4

## Payroll Processing and Retirement Reporting (optional)

Payroll processing	\$100 base plus \$2.75 per employee per pay period
Garnishment reporting	\$2.50 per occurrence
New employee reporting	\$3.50 per occurrence
Payroll delivery via FedEx	\$35.00 per occurrence per 50
Quarterly/Annual Reporting	\$20.00 per occurrence
Form W-2 or 1099 (for contractors paid via payroll)	\$5.75 each

*Note: For 50 employees paid semi-monthly, costs would average \$575 per month*

**This proposal is valid for 90 days.**

# CSMC Service Proposal



## CRETE ACADEMY

6103 Crenshaw Blvd.  
Los Angeles, CA 90043

July 01, 2023

CSMC  
43460 Ridge Park Drive  
Temecula, CA 92590  
888.994.CSMC



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## CSMC Executive Summary: Proposal: Price Sheet

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CSMC is confident in our ability to provide the financial back-office support and strategic transitional support that Crete Academy is seeking for the 2023-24 school year. Based on the information shared, we have prepared this proposal that includes a timeline and transitional planning leading to a full transition beginning July 1, 2023.

Our senior leadership team is comprised of former charter school authorizers, founders, and school leaders so we understand the importance of continuing to thrive on a strategic path of financial viability and compliance that aligns to the requirements of your leadership team, Governing Board and regulatory agencies.

We have partnered with many charter schools to refine, supplement or replace their financial and compliance infrastructure previously managed in house or by other external vendors. Our focus is on meeting and managing seamless transitions in school finances, operations, compliance, and governance while meeting authorizer and auditor expectations.

In the body of this proposal, (beginning on page 9) we have included a more detailed outline of our full-service offerings for your consideration.

### CSMC's Transition Plan and Client Partner Expectations

#### Transfer of Information and Processes

The project goal is to ensure that both CSMC's work is aligned with Crete Academy expectations and that Crete Academy meets CSMC's expectations. We are confident that our collective learnings from our previous engagement as Crete Academy's back-office vendor validate the expectations and guidelines below.

- CSMC utilizes a **CLIENT STANDING CALL** routine as a best practice with most clients to ensure coordinated and timely communication and collaboration with our clients. Crete leadership and business office staff will meet with CSMC at least bi-monthly.
- Crete participants will include: Chief of Staff; Business Manager; business office/operations staff responsible for AP, AR, Payroll, Restricted Funds etc.: CEO/COO of Board member (Treasurer or President)
- CSMC participants will include: ASBM or SBM; Account Manager; Payroll Tech
- CSMC will co-create an agenda with client partner using shared template in Monday.com. All parties will provide input at least 24hours in advance of the scheduled CLIENT PARTNER STANDING CALL.

After the STANDING CALL, CSMC will provide a brief written summary outlining assigned tasks.

1. If any person at CSMC or CRETE is unable to make the STANDING CALL, they are still responsible for follow-up on their assigned tasks- which will be documented in a follow up email or Monday.com. If additional time is needed, they are strongly encouraged to request additional time in writing to the team.
2. The client partner will provide all required back-up documentation and information within timelines established and agreed upon by both CSMC and client partner in the initial onboarding meetings. Rather than make multiple requests for required back up documentation from client partner, CSMC will notify CRETE in writing that financials will be provided “as is” based on information provided to date by CRETE. It is expected that timely back-up documentation will be routinely provided.

This includes, but may not be limited to accounts payable; credit card statements and allocations; receipts, read only access to all bank accounts; copies and back-up for all manual checks; etc.

3. CSMC will prepare and provide all Board meeting financials and documents to designated person at CRETE at least 72 hours prior to regularly scheduled Board meetings as long as either:
  - CSMC has recommended and client partner agreed - to include this item/information on the Board meeting agenda during a prior Client Standing Call
  - Our client’s partner has requested information be included on the Board meeting agenda during a prior Client Standing Call and CSMC is able to provide it.
  - CSMC will provide all recommendations for Board meeting items on CLIENT PARTNER STANDING CALLS and/or in writing through Monday.com.

#### 4. Payroll and New Hire Processing

If new hire paperwork and any changes to existing employee profiles are provided to CSMC by the established CRETE payroll calendar deadlines, this information will be included in the next payroll cycle. If not, it will not be included until the subsequent payroll cycle.

Payroll submission timelines outlined on the CRETE payroll calendar must be met to ensure timely processing for CRETE employees. Both CSMC and CRETE may agendize these topics as needed on the STANDING CALLS.

#### Proposed Timeline:

CSMC is confident in our ability to lead and work towards a July 1, 2023, full implementation of all proposed support services. Further specificity on deliverables and timelines will be developed during the initial meeting(s) with Crete Academy and CSMC’s Client Services team.

Below we have proposed a preliminary timeline of key project deliverables as well as an outline of some key operational and functional areas.

CSMC's Client Services and Transition team will meet with Crete Academy leadership and business operations and compliance team.

- **May 2023** – CSMC will coordinate and facilitate regular standing meetings to include Crete Academy leadership, CSMC financial, operations, and compliance team. These regular meetings ensure that you feel that your team and your school are getting the personalized attention, responsiveness, and direct access to your primary client services support team that you need and expect. (See detail on standing meetings below)

The purpose of these collaborative meetings will be to ensure timely transfer, exchange, and detailed review of all key data and documents while developing a shared understanding of all existing processes and requirements.

**May 2023** -CSMC School Business Manager and Payroll/HR liaison will meet with Crete Academy leadership, HR, Payroll, and Accounting Staff. CSMC will begin formal school staff training and onboarding.

- **May 2023** – CSMC will begin transferring financial and payroll information into CSMC's accounting and payroll systems. CSMC provides a user-friendly platform enabling all parties to transfer and share information and documents. *If support is requested to develop the preliminary 2023-24 budget, this timeline will be developed accordingly.*
- **June 2023** – Transition is complete.

### Charter Vision- Increased Transparency and Access to Real-Time Financials

- CSMC's proprietary "virtual" accounting and budget system, *Charter Vision*, provides Crete Academy leadership 24/7 view access to financial statements and actual to budget trends. The sample Board Report included with this proposal gives you a snapshot of one of the most popular and useful Charter Vision (CV) reports.
- CSMC can provide demonstrations and training as needed to staff and Board members.
- CV allows school leadership to decide which staff and stakeholders have view access to this portal maximizing transparency with security.

### Onboarding and Training: Strategic Collaboration and Planning

- Establish a set schedule for *Client Standing Calls* that works for Crete Academy. This is CSMC's proven service delivery model that ensures coordination, advance planning, and direct engagement with key personnel both at CSMC and Crete Academy.

- CSMC and Crete Academy leadership will assess any training needs and develop a focused training plan that works for the school staff. CSMC can support the development of refined or new fiscal policies and procedures aligned to staff and board training and development.

### Budget Development Review and Revisions

- CSMC will meet with Crete Academy leadership to understand current and long-term budgeting goals and assess current budget plans for 2023-24 and beyond.
- CSMC will transfer and create/modify Crete Academy Charter School budgets in a standardized budget template and move them into CSMC's accounting system.
- CSMC will support the conversion and alignment of all Crete Academy account codes (as needed) to compliant code structure that aligns to authorizer and auditor expectations.

### Meeting All Compliance Requirements

- Our goal is to ensure that Crete Academy and CSMC stay ahead of all financial and compliance due dates and evolving requirements. We will work to meet Crete Academy leadership and Board expectations by creating a workflow that best aligns to Crete Academy meeting dates and authorizer due dates. We will work to ensure this workflow provides Crete Academy leadership and Governing Board with ample time and full transparency to review financials and other budget-related board materials and compliance items in advance of Board meetings and prior to submission.
- CSMC's "*Looking Ahead Feature*" is discussed on each Standing Call as a routine calendar review so all parties understand both the timelines, requirements, and roles for all financial and compliance reporting requirements. This is also included in the Board Report financial packet.

### Board Meeting Support

- Typically, CSMC's School Business Manager presents remotely and reviews monthly or quarterly financial statements at regular Board meetings (see sample of Board Report attached).
- Preparation for these meetings, including agenda items and content of compliance and financial items, can be co-planned with Crete Academy leadership in advance of each meeting to meet the needs and expectations of the Board.
- CSMC can customize and modify the level of Board support, training, and engagement to meet the needs of Crete Academy.
- CSMC experts are experienced at providing high quality and on-going training for school site staff and Boards designed to fit their learning needs and goals.

CSMC Proposal: Price Sheet

Crete Academy

6103 Crenshaw Blvd.

Los Angeles, CA 90043

Details - Initial Term: July 01, 2023 - June 30, 2024

Services Selected	Setup Fee	Monthly / Service Cost	Service Cost Total
Back-Office Service; Payroll, Student Data Support	\$ 25,000.00	\$ 9166,66.00	\$110,000.00
		Total	135,000.00

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## Scope Of Services: Back-Office

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### 1. FINANCE & ACCOUNTING

#### BUDGETING:

- **Create annual and multi-year budgets including monthly cash flow projections** – At beginning of the Agreement, CSMC works with the Charter School leader to create annual and multi-year budgets in time for submission to the State and authorizer. Annual budgets are strategic documents that capture the operations and direction of the Charter School.
- **Make budget revisions (as needed and upon Charter School request)** – CSMC revises budgets as needed to reflect changing circumstances at the Charter School (e.g., enrollment or personnel changes, grant awards, etc.).
- **Updated monthly budget forecasts** – CSMC tracks budget to actuals and updates the budget forecast as appropriate.

#### FINANCIAL STATEMENTS:

- **Monthly year-to-date financial statements** – CSMC prepares Year to Date (YTD) actual results compared to the budget for board meetings or as requested.
- **Charter Vision Access for Board Reports** - Charter School has access to the Charter Vision financial portal, which contains a convenient Board Report function that produces year-to-date financials through the most current closed month. CSMC typically closes books monthly within fifteen business days of the following month, provided all supporting documentation has been transmitted to CSMC.
- **Monitors cash position** – CSMC monitors the Charter School's cash position to anticipate cash shortfalls.
- **Customized financial analysis** – CSMC performs reasonable financial analyses that the Charter School staff or board requests, e.g., providing a comparative analysis of the school's budget relative to industry norms or fulfilling a request for information from the authorizing entity. Upon request, CSMC can also develop financial health analysis so the board and staff can quickly focus on the most important financial issues.
- **Support in resolving financial issues** – CSMC helps the Charter School leader find solutions to financial issues by recommending budget changes and/or identifying sources of potential funding.

#### ACCOUNTING:

- **Setup of Charter School's chart of accounts and general ledger** – CSMC sets up and maintains the school's Standardized Account Code Structure (SACS)-compliant chart of accounts.

- **Customized account codes** – CSMC can add customized account codes for unique features of the Charter School program.
- **Restricted funds tracking** – CSMC tracks revenue and expenditures by fund, e.g., tracking by implementation grant funds, expenses, or Title I expenditures.
- **Training using CSMC accounting procedures**– CSMC trains Charter School staff on coding and CSMC accounting procedures and practices.
- **Transaction recording** – CSMC records all transactions in a computerized accounting system that is available for viewing on Charter Vision.
- **Journal entries and account maintenance** – CSMC prepares and records journal entries and maintains the general ledger according to accepted accounting standards.
- **Bank reconciliation** – CSMC reconciles primary bank and investment accounts to the general ledger monthly or upon receipt of statements. Revolving and petty cash accounts are reconciled quarterly or as required.
- **Capitalized Assets** – CSMC records capital assets in the general ledger according to Charter School financial policy and according to Generally Accepted Accounting Standards. CSMC also records depreciation on an annual basis and maintains a schedule of capitalized assets and the accumulated depreciation. Charter School is responsible for tagging and conducting inventories for all fixed assets whether capitalized or non-capitalized for internal control purposes and other compliance reporting.
- **Charter Vision accounting reports** - The Charter Vision portal allows the Charter School and CSMC to generate financial reports on an as-needed basis. Charter School can generate reports including, but not limited, to detailed account activity, including scans of all invoices entered through the accounts payable system; check register activity; summary of the budget, expenditures by account; cash balances; payroll register (for periods when payroll is processed by CSMC); revenues; and general ledger.

#### ACCOUNTS PAYABLE & RECEIVABLE:

- **Revenue verification** – CSMC reviews revenue intake and verifies that the Charter School is receiving accurate amounts of state and federal funds based on its enrollment and other pertinent factors. CSMC reviews revenue intake and verifies through available state Department of Education schedules.
- **Revenue collection for improperly calculated payments** – if the funds received from the state or the county/district do not reflect the proper amounts and there appears to be a calculation error, CSMC will contact the appropriate officials and alert them of the issue. CSMC will use reasonable efforts to negotiate on behalf of the Charter School in disputes with funding agencies over improperly calculated payments.



- **Accounts Payable functions:**
  - **Invoice processing** - CSMC conducts invoice processing for Charter School. After coding from Charter School and approval from the Charter School leader or designee, CSMC enters invoices within two business days into financial tracking software. Charter School is responsible for submitting weekly packages (unless another time frame is agreed upon) of invoices, deposits, and payment documents that conform to CSMC forms and processes.
  - **Invoice review** - CSMC reviews invoices to assist in the prevention of double payments or double billings on multiple invoices. CSMC alerts Charter School to payment issues with vendors.
  - **Invoice payment support** - CSMC also verifies that funds are available to pay the bill and notifies Charter School if there are not sufficient funds.
  - **Fund verification is only available** if there is online read-only bank access and if all checks are processed through CSMC.

#### PURCHASING:

- **Vendor selection** – CSMC may provide recommendations of vendors based on its experience with vendors around the state and country subject to Section 11 of the Agreement.

#### GOVERNMENT FINANCIAL REPORTING:

- **Preliminary and final budget reports** – CSMC prepares and files the preliminary budget report by July 1st (or earlier if required by the authorizer) based on the board-adopted budget unless Charter School agrees to file reports. CSMC also can prepare a final budget upon request.
- **Interim financial reports** – CSMC prepares and files the interim financial reports by the appropriate deadlines.
- **Audited financial reports** – Subject to timely receipt of information and/or materials from the school and/or the auditor, as applicable, CSMC prepares all financial information for the audit so that the auditor can file reports before state-required deadlines.

#### 2. BUSINESS CONSULTING

- **Negotiations** – CSMC supports the Charter School director and board in financial negotiations related to issues such as business terms in agreements (non-legal review), facilities, and SPED and others (in non-legal capacity), including developing analyses to support the Charter School's position.
- **Strategic Budget Development** – CSMC can assist the Charter School director and board with strategic financial planning and budget scenario development.
- **Financing support** – CSMC can assist clients in preparing basic loan packages and connecting the Charter School with non-traditional/specialized funding.

- **Strategic Compliance Development** – CSMC can assist the Charter School director and board with strategic compliance calendar planning.

### 3. BOARD MEETING SUPPORT

- **Board mailouts (Electronic)** –Charter Vision allows CSMC, school administrators, and board members to automate the emailing of board financial reports. If desired, Charter School can print board meeting materials to have on hand for attendees.
- **Board meeting attendance** – CSMC attends board meetings via teleconference and presents financial reports and analyses. In the rare event that in-person attendance and presentation are necessary, or if the Charter School prefers occasional in-person attendance, CSMC and Charter School will make appropriate arrangements.
- **CSMC can provide guidance** to assist the board in staying in compliance with the Open Meeting Law.

### 4. FACILITIES

- **The facility needs assessment and planning** – CSMC works with Charter School to identify available appropriate state funding, create budget scenarios, and help clients think creatively about their facility needs to produce viable options and solutions. (Depending on the scope of work, additional fees may apply)

### 5. COMPLIANCE & ACCOUNTABILITY

- **Compliance support** - Charter School is solely responsible for complying with legal requirements. CSMC will provide advice and guidance in a non-legal capacity to support Charter School's compliance efforts. Please note that CSMC's guidance does not constitute professional legal services. Since rules, regulations, and interpretations continually change, Charter Schools should seek independent verification and counsel from their attorneys or other sources to ensure legal compliance.
- **Employee files** – As noted above, CSMC may provide Charter School with templates for employee files, forms, and procedures to assist with compliance efforts. (Note: The Charter School should have an attorney review all legal matters).
- **SPED financial reporting** – With input and information from Charter School, CSMC provides required SPED financial reports.
- **Funding compliance** – CSMC makes compliance recommendations regarding funding requirements, such as Federal Public Charter School Grant Program ("PCSGP") implementation grant funding and other restricted funds. Note that funding compliance is especially complex with many requirements the Charter School must satisfy.

- **District and state regulation compliance** – CSMC can problem-solve with the Charter School areas deemed not in compliance with the district or state regulations.

## 6. CHARTER DEVELOPMENT & GRANT ADMINISTRATION

- **Financial reports** – CSMC prepares customized financial reports for grant purposes.
- **Fund accounting** – CSMC tracks restricted revenues and expenses based on information received from the Charter School.
- **Public Charter School Grant Program (PCSGP) grant reporting** – CSMC assists the school in preparing and submitting the PCSGP grant financial report to the CDE.

## 7. OPERATIONS SUPPORT

- **Negotiations** – CSMC supports the Charter School director and board in financial negotiations related to issues such as business terms in agreements (non-legal review), facilities, and SPED with SELPAs or districts and others (in non-legal capacity), including developing analyses to support the Charter School's position.
- **Operations** - In consultation with the Charter School, CSMC can provide direct operational support to the Charter School. CSMC's experience as charter school operators and authorizers has enabled CSMC to recently expand its direct on-site support and training. (Depending on the scope of work, additional fees may apply)
- **Training** - CSMC offers an assessment of operational office systems and efficiencies to ensure compliance and efficiency. CSMC provides ongoing training to ensure that school site operations run smoothly and that all school staff understands compliance requirements.
- **Real Estate Development** CSMC will work with the Charter School to identify real estate partners, provide budgeting and accounting support for new facilities, and act as facilities advisor to the Charter School. (Depending on the scope of work, additional fees may apply)
- **Facility Maintenance** - CSMC will provide analysis and devise a plan for the Charter School facilities that minimize costs while providing safe, well-maintained facilities for students.
- **IT infrastructure support** - CSMC can conduct an IT audit, analyzing the Charter School's current infrastructure before working to identify a cost-efficient solution for supporting its IT needs.
- **Charter Renewal and New Petition Development** - CSMC's extensive experience working with multiple authorizers enables us to provide an unparalleled level of strategic support and insight in the overall charter petition development and renewal process.
- **CSMC's School Development Division** can provide robust petition support for existing and future schools. (Depending on the scope of work, additional fees may apply)
- **CSMC can assist with the creation of charter petitions**, petition review, budget and financial plan creation, and advocacy support. (Depending on the scope of work, additional fees may apply)

- **Handbooks** - CSMC can provide the Charter School with resources to create non-financial manuals, including Principal handbooks, Employee Handbooks and Operations Manuals.
- **HR Support & systems** - CSMC has 20 years of experience providing Human Resources support for charter schools and looks forward to crafting a hybrid Human Resources support solution that works effectively for the Charter School.

## 8. STUDENT DATA AND INFORMATION SYSTEM SUPPORT

CSMC's Student Data Services Team aims to provide quality student data support to Contra Costa School for the Performing Arts by taking a customer-centric approach to meeting state compliance deadlines. This can include providing efficient responses to inquiries, maintaining clear and effective communication with school staff, and working to resolve problems in alignment with state deadlines. The team can also provide relevant guidance and resources to help school staff better understand the ever-changing compliance mandates. Additionally, the team may continuously evaluate and improve their own internal processes to ensure that they are providing the highest level of support possible.

## 9. CALPADS SUPPORT

Provide comprehensive CALPADS Reporting. CSMC will extract data from PowerSchool and complete all CALPADS submission (Fall 1, Fall 2, and EOY.)

- Lead all CALPADS submissions.
- Conduct ongoing meetings with client partners to review upcoming submissions.
- Keep school staff informed with the most recent CALPADS mandates.
- Communicate action items with school staff through each submission period.
- Extract files on an ongoing basis from PowerSchool and upload to CALPADS
- Fix all discrepancies directly in CALPADS.
- Send school staff certification reports to review before each certification.

## 10. ATTENDANCE SUPPORT

Assist school with filing P-1, P-2 and Annual online attendance reports.

CSMC can provide **full attendance support** including working with school staff to prepare and submit P1, P2 and annual attendance reports. This includes assessment of attendance taking procedures; identifying irregularities and collaborating to meet all compliance submission deadlines.

## 11. SERVICE DELIVERY – CLIENT STANDING CALLS

CSMC utilizes a *CLIENT STANDING CALL* routine with most clients.

- This is a pre-set, recurring meeting, set to fit your schedule.
- It gives you direct access to your key CSMC contacts in each service division. One-stop.
- Ensures Responsiveness and Accessibility to Your Client Services and Support Team.
- Your assigned CSMC School Business Manager, Account Manager, and Payroll Tech participate in these calls along with your School Leadership and Business Operations team.
- CSMC facilitates the development of an advance agenda with you to address your priorities while providing your school team with the evolving information, support, and training it needs.
- Each CSMC service division contributes to this agenda to keep everyone ahead of upcoming deadlines and keep your team coordinated with ours.
- CSMC follows up with a written summary of your agreed-upon action steps and delegated tasks for our team and yours.

CSMC routinely includes these important topics on these calls:

- Review of All Compliance Due Dates. Calendar Look Ahead that integrates into Board meeting planning.
- Restricted funds spending; and tracking. Coding of invoices.

CSMC's strategic onboarding and transition plan will include a schedule of these meetings. For most new client partners, these meetings occur weekly and then transition to bi-weekly or monthly.

This time is solely for **your school, and your team**, to collaborate with your entire CSMC Client Services and Support Team!

## Roles & Responsibilities - Back-Office

Clarity on certain roles and responsibilities between CSMC and Charter School will help ensure high-quality, timely business services.

Table 1 below outlines the roles and responsibilities of both parties:

**Table 1: Roles & Responsibilities - Back-Office**

CSMC	Crete Academy Education Charter School
<ul style="list-style-type: none"> <li>• Timely and accurate check payments</li> <li>• Payment of invoices according to Charter School's approval policies</li> <li>• Recordkeeping/processes adhering to accepted accounting standards for accuracy and security and approved by independent auditors.</li> <li>• Payment systems linked to financial statements and creating analyses for informed managerial decision-making.</li> <li>• Bank account reconciliations</li> <li>• Invoice/payment research</li> <li>• Advising clients on outstanding checks to ensure adequate cash</li> </ul>	<ul style="list-style-type: none"> <li>• Submission of Payment and Deposit Information</li> <li>• Weekly submission to CSMC of invoices, reimbursement requests, deposits, and other expenditures using CSMC forms and processes.</li> <li>• Coding all expenses and non-state funding deposits using CSMC forms and processes and codes from the most recent budget.</li> <li>• Banking: Monitoring and maintaining adequate bank account balances to meet expense obligations</li> <li>• Provide online read-only access to the bank account.</li> <li>• Obtaining all W-9s from vendors</li> </ul>

Accounting Deadlines and Calendars referenced above shall be provided separately by CSMC.

## LATE FEES AND WARNINGS

### ACCOUNTS PAYABLE:

**Weekly Submittal:** Charter School will submit a weekly package (unless another time frame has been agreed upon) conforming to CSMC forms and processes. The submittal shall contain invoices with appropriate coding, reimbursement requests, deposits, and/or other payment documents to CSMC using CSMC forms/processes. If Charter School fails to submit this package or fails to submit all necessary invoices and receipts to process payment, Charter School will be warned that internal and external reporting will be delayed.

## Scope of Services: Payroll & Human Resources

The client is responsible for the payment of payroll processing fees to the third party payroll provider. Currently, the estimated annual fees are \$10,00.00.

### 1. PAYROLL SUPPORT

CSMC uses an external payroll processor to accomplish the following tasks. CSMC interfaces between the Charter School and payroll processor and performs quality checking and review so that the school does not need to interact with the payroll processor. The Charter School pays all payroll processing fees directly to the payroll processor.

- **Payroll Processing** – CSMC calculates and processes payroll and payroll-related payments/deductions for salaried and hourly employees based on information submitted by authorized Charter School representatives. CSMC generates checks for signature by authorized Charter School representatives (or through electronic signature) or facilitates Direct Deposit at the Charter School's request. The fees set forth above include semi-monthly payroll processing.
- **Payroll Reporting** – CSMC and its payroll processor prepare, and file all required payroll reports for submission to federal and state agencies and submits electronic payroll, payroll tax reports, and payroll tax deposits to the appropriate authorities for a single tax ID number. CSMC shall provide payroll reporting services for multiple reporting tax ID numbers.
- **Payroll Record Maintenance** – CSMC keeps track of employee payroll information. School maintains employee files (based on CSMC-provided template files).
- **W-2 Processing** – CSMC works with the payroll processor to prepare W-2 forms, which are mailed to the Charter School, provided that this Agreement remains in effect at the end of the applicable calendar year, and subject to the timely receipt of accurate and complete information and data from Charter School, per CSMC policies, throughout the Term and including for any portion of the applicable calendar year that preceded the provision of services.
- **IRS, SDI, WC Support** – CSMC assists in resolving payroll tax issues before the IRS and other federal and state reporting agencies in a non-legal capacity. CSMC also assists the Charter School with any State Disability, Workers Comp, or Unemployment Insurance claims by providing supporting payroll reports.
- **Retirement Plan Administration** – CSMC will help the Charter School set up PERS accounts as requested and make appropriate deductions and payments to the county for PERS based on information provided by the Charter School. The Charter School is responsible for PERS account set-up, administration and enrollments, and any fees from outside parties including late fees and interest levied by PERS.
- CSMC clients have discovered that corrections are needed to retirement reporting (PERS) that was done before hiring CSMC as their back-office service provider. Often these required corrections may not be recognized or identified by clients, their employees, or the agencies involved until a time after the clients have contracted with CSMC. Resolution of these issues can often take months, including penalties and interest due to how retirement agencies process and audit correcting reports. CSMC recognizes the importance of ensuring accurate retirement reporting for all your employees. CSMC has the expertise and

experience to support our clients with resolving these issues, however, depending on the time and effort required, CSMC's support may require a fee for this service arrangement.

## 2. HUMAN RESOURCES & BENEFITS

- Employee File Set-Up – CSMC provides the charter school with help in setting up on-boarding with the third party payroll provider.
- Teacher Credentialing – CSMC will provide non-legal information and assistance to Charter School leaders to help confirm credentials. (We do not evaluate any teacher credentials. This should be done before they are on payroll.)
- Contracts and Handbook Development Support – CSMC provides non-legal, business advice on employment contracts and employee handbooks and their business implications.



## Roles & Responsibilities - Payroll

Clarity on certain roles and responsibilities between CSMC and Charter School will help ensure high-quality, timely business services. Table 2 below outlines the roles and responsibilities of both parties:

**Table 2: Roles & Responsibilities - Payroll**

CSMC	Nevada Virtual Academy
<ul style="list-style-type: none"> <li>• Accurate, complete payroll on a semi-monthly basis</li> <li>• Published Payroll Calendar with payroll deadlines.</li> <li>• Reminders for payroll deadlines.</li> <li>• Final payroll information is sent to the client for approval at least one working day before Charter School's payroll approval date.</li> <li>• Advice on setting up PERS.</li> <li>• CSMC will provide all payroll tax filing and W-2s</li> </ul>	<ul style="list-style-type: none"> <li>• Timecards and Changes: Submission to CSMC of timecards for new hires and other payroll changes by payroll calendar deadlines and using CSMC forms/processes.</li> <li>• Payroll Approval: Approval (email) to CSMC by - Payroll Calendar deadlines.</li> <li>• New Hires: Timely submission to CSMC of new hire paperwork on CSMC new hire forms.</li> <li>• Enrolling (or working with a broker to enroll) staff in any PERS, 403b, health plans, and other insurance/retirement/contribution/ deduction programs.</li> <li>• Terminating staff from health plans, other insurance, and other applicable contribution/ deduction programs.</li> </ul>

The Payroll Deadlines / Calendars referenced above shall be provided separately by CSMC.

### LATE FEES AND WARNINGS

- **Timecards and Payroll Changes:** CSMC shall impose a late fee of \$100 for each business day timecard for hourly staff and payroll changes are submitted late to CSMC based on the published Payroll Calendar. Significant CSMC staff time is necessary to make such late modifications. The latest Timecards and Changes can be accepted three business days before the Payroll Approval deadlines indicated in the Payroll Calendar.
- CSMC will generate and distribute manual checks, as needed and without charge, for employee terminations and payroll corrections due to CSMC errors.