

Proposal for Finance and Business Operations Services

Overview of Entity	1
The Team	1
Experience in Charter School Finance and Business Operations	3
Proposed Cost and Projected Start	3
Additional Details	4
Appendix A - Gregg's Resume	5

Overview of Entity

Gregg Stevens leads 21 Cobalt, LLC in supporting charter schools in establishing and maintaining policies, systems and practices for ensuring effective oversight and accountability for performance. As an independent consultant, Gregg Stevens works with charter schools to identify and remove barriers to student and school success in a manner that is consistent with the school's charter contract and legal obligations. 21 Cobalt strives to support charter school operations and technical compliance to ease the administrative burden for clients and ensure that projects are completed with the charter expectation of "doing better" for students.

The Team

Gregg Stevens

Gregg Stevens is an engaging leader with unparalleled charter school expertise developed through years of experience at the Georgia Department of Education, State Charter Schools Commission of Georgia, and the Georgia Charter Schools Association. Gregg is an attorney and reformed-bureaucrat who focuses that specialized knowledge into supporting governing boards and school leaders in improving service for students. As Deputy Director and Deputy General Counsel with the Georgia Department of Education and State Charter Schools Commission, Gregg developed and supported policies and practices to ensure effective implementation of federal, state, and local educational policies and laws. As a charter school expert, Gregg has helped schools across Georgia and the country implement quality charter school authorizing practices, establish strong systems for effective governance, and streamline the replication and expansion of successful charter schools.

Morgan Felts

Beginning in March 2024, Morgan Felts will join the 21Cobalt team to provide clients enhanced service and support. Morgan most recently served as the Chief Operations Officer for the State Charter Schools Commission, and her talents in strategic planning, project management, and logistical execution with provide charter schools unique insight and more effective solutions. Moreover, Morgan's extensive experience and knowledge charter

school financial and operational performance accountability provides 21Cobalt's clients with unparalleled support in exceeding their performance goals.

Proposal for Finance and Business Operations Services

Gregg Stevens, through the team of 21Cobalt, presents the following solution for DELTA Steam Academy's ("DSA") finance and business needs:

Gregg will serve as DSA's Business Manager as an independent contractor reporting to the Governing Board. **Gregg will work at DSA during school hours for an average of at least three days per week, and he or someone on his team will be available to support DSA during regular school hours throughout the year.** Gregg and 21Cobalt will also work beyond business hours to ensure that DSA meets applicable deadlines when needed as well as those needs of the board including, but not limited to, regular board meetings, finance committee meetings, trainings, and additional deliverables as needed.

Gregg's responsibilities will be to oversee all aspects of DSA's finance and business operations, including, but not limited to, the following:

1. Supporting the DSA Governing Board, Finance Committee, and Head of School in sound financial, business, and operational decision-making;
2. Ensuring accurate and timely reporting to the Governing Board, SCSC, GaDOE, Debt Holders, and Government Agencies;
3. Creating and maintaining all records, documents, and files for reporting to State, Board, and Federal levels;
4. Upholding the financial integrity, viability, and success of DSA;
5. Supervising and the activities and performance of DSA finance staff;
6. Strengthening and establishing practices, procedures, processes, and systems for ensuring DSA financial stability and success;
7. Ensuring that frameworks and practices reinforce DSA's commitment to financial and operational compliance as measured by the SCSC Comprehensive Performance Framework;
8. Supporting the management of and compliance with federal grant requirements, including, but not limited to, procurement, drawdowns, inventory, and reporting.
9. Providing necessary reports, data, and materials for evaluation of school and contractor performance.
10. Exploring, planning, and implementing, if applicable, more integrated and efficient financial and operational systems such as PCGenesis, YOSS, or other solutions in consultation with the board, Ms. Chastain, and other consultants.

Gregg's specific services will include:

1. Ensuring that DSA's financial records, ledgers, and accounts accurately reflect DSA's revenues, expenses, and assets;
2. Managing purchasing, procurement, and budget compliance;
3. Fostering a positive and collaborative working relationship between DSA and its staff and vendors;

4. Managing the procurement, performance, and reporting of independent contractors;
5. Managing the approval and payment of school purchases and invoices;
6. Ensuring school and employee benefit and retirement accounts and reports are made timely and accurately;
7. Developing, in coordination with the Head of School and Governing Board, a comprehensive annual operating budget that supports the financial viability and operational compliance of DSA and is adopted in accordance with state law;
8. Ensuring DSA adheres to its budgets and ensures the Head of School, Finance Committee, and Governing Board are accurately informed of budget compliance;
9. Completing and submitting all required state and federal reporting, including the DE046, bond reporting, and annual financial reports following Committee or Board approval;
10. Supporting the auditor and audit team in the completion and submission of the annual financial audit and 990 return. Manage Federal & State Grants;
11. Ensuring federal grant compliance by reviewing grant expenditures, completing drawdowns, and completing and submitting all required documentation and reports; and
12. Supporting the administration and staffing of the Finance Committee and Governing Board.

Experience in Charter School Finance and Business Operations

Gregg Stevens holds nearly-unparalleled charter school expertise developed through years of experience at the Georgia Department of Education, State Charter Schools Commission, and the Georgia Charter Schools Association. Gregg is an attorney and reformed-bureaucrat who focuses that specialized knowledge into supporting charter schools in improving service for students.

As a staff member with the Georgia Department of Education and State Charter Schools Commission, Gregg established and led monitoring and enforcement of financial and operational standards for charter schools. In this role, Gregg served as the agency representative for charter school accountability to ensure that schools fulfill their closure obligations in the form and manner expected by state law and the charter authorizer.

As an independent consultant, Gregg has also supported charter school governing boards and school leaders through difficult governance, operational, and financial crises. Gregg serves as an independent voice for charter boards to provide additional advice and counsel regarding charter school financial accountability, including operational and program budget development, financial recordkeeping, and grant management. As an instructor for the Georgia Charter Schools Association, Gregg led the delivery of professional development courses regarding charter school financial management and business operations.

Gregg's resume is attached in Appendix A.

Proposed Cost and Projected Start

21Cobalt will provide the proposed Finance and Business Operations services for a total cost of **\$10,000** per month of support. Gregg may begin providing services to DSA beginning in March 2024. Given the need for an orderly

review and transition of accounts and reporting, Gregg's service to DSA in the final two weeks of March as a transition period with its current service provider may improve continuity for full services to begin in April 2024.

Additional Details

Gregg will regularly engage and collaborate with the SCSC and its representatives and supported schools to make improvements in my service approach as needed. Gregg will provide the DSA Governing Board written evaluations, summaries, recommendations, and reports in a form and manner agreed requested. Gregg will adhere to all DSA Board and school policies, undergo all requisite training, keep all student and confidential information as required by law, and submit to any criminal record checks that may be necessary to effectuate the services as described. Gregg will adhere to any applicable conflict of interest policy, and he will also disclose any conflict or potential conflict that may arise during the course of his services. To ensure that students, staff, and stakeholders receive appropriate support, Gregg and 21 Cobalt LLC are happy to adjust this proposal or services to better meet the needs of the DSA and its Students.

Appendix A - Gregg's Resume

GREGG STEVENS

Marietta, GA 30062

CORE COMPETENCIES

Strategic Vision & Execution • Communications & Operations Strategy • Program & Project Management
Team Leadership & Staff Development • Policy Development / Implementation • Legal Analysis • Risk Management

EXPERIENCE

8/2019 - <i>Present</i>	21 Cobalt, LLC <i>Management and Operational Consultant</i> Principal <ul style="list-style-type: none">• Supports charter and independent schools by promoting efficient and compliant governance and business practices.• Completes filings for business formation, tax-exemption, business compliance, and corporate dissolution.• Supports charter schools in crisis management and conflict resolution.• Leads governing boards in strategic planning and upholding vendor accountability.	ATLANTA, GA
1/2022 – 2023	Georgia Charter Schools Association <i>Nonprofit Membership Support Organization for Charter Schools</i> Vice President for New School Development <ul style="list-style-type: none">• Leads the New School Development team through the GCSA Charter School Incubator to train and support charter school leaders in opening new charter schools.• Develops and delivers professional learning programs for charter school governing boards and administrators to support academic, financial, and operational best practices.• Advises and assists charter school leaders in creating and improving processes, systems, and strategies to increase student achievement and operational efficiency.• Coordinates communication plans and activities to increase awareness and support for charter schools.	ATLANTA, GA
8/2019 – 12/2021	Foothills Education Charter High School <i>Independent Public School Serving Approximately 2,500 Students</i> General Counsel <ul style="list-style-type: none">• Counseled Superintendent and Governing Board on all academic, financial, and business affairs.• Advised teachers and school staff regarding legal obligations and promoting student achievement.• Coordinated policy, external affairs, and communication strategies.• Managed contracts, procurement, and business affairs to promote operational efficiency.	ATHENS, GA
4/2013- 8/2019	STATE CHARTER SCHOOLS COMMISSION OF GEORGIA <i>State-level, Independent Charter School Authorizer</i> Interim Executive Director (1/2019-8/2019) <ul style="list-style-type: none">• Partnered with Commission Chair to develop and execute strategic directives and action plan to further agency initiatives.• Supervised staff operations for new charter school development, revised accountability for existing charter schools, and lead organizational resource development. Deputy Director and General Counsel (3/2015-1/2019) <ul style="list-style-type: none">• Supervised school financial and operational accountability.• Developed statewide educational policy, collaborating with internal and external stakeholders to promote success. General Counsel (4/2013-3/2015) <ul style="list-style-type: none">• Directed agency legal affairs as risk management lead across litigation, human resources, contracts, and agency compliance.	ATLANTA, GA
11/2007- 4/2013	GEORGIA DEPARTMENT OF EDUCATION Deputy General Counsel (8/2011-4/2013) <ul style="list-style-type: none">• Guided organizational strategy, decisions, and operational success by delivering through legal counsel and analysis.• Collaborated with executive leaders to assess critical organizational issues and legal ramifications.• Authored administrative regulations, guidance, and reference materials. Associate General Counsel (11/2007-8/2011) <ul style="list-style-type: none">• Advised department and State Board of Education on diverse array of legal matters, including special education, school accountability, student assessment, charter schools, and school finance/construction.	ATLANTA, GA

EDUCATION

2007	EMORY UNIVERSITY SCHOOL OF LAW Doctor of Jurisprudence	ATLANTA, GA
2004	UNIVERSITY OF GEORGIA Bachelor of Arts, Political Science, <i>magna cum laude</i>	ATHENS, GA

PROFESSIONAL ASSOCIATIONS

State Bar of Georgia – School and College Law; Government Attorneys; Nonprofit Organizations