Memphis Merit Academy Charter School

Monthly MMA Board Meeting

Published on April 13, 2026 at 2:28 PM CDT
Amended on April 16, 2026 at 12:34 PM CDT

Date and Time

Thursday April 16, 2026 at 5:30 PM CDT

Location

Memphis Merit Academy

PUBLIC COMMENT AT MEMPHIS MERIT ACADEMY BOARD MEETINGS - An opportunity for the public to address the Board will be provided at the conclusion of the agenda. Members of the public who wish to speak on any item are requested to identify themselves and indicate on which agenda item they wish to speak. The Board will provide an opportunity for the public to speak for a maximum of three (3) minutes, unless granted additional time at the discretion of the Board. Testimony shall be limited in content to matters pertaining to Memphis Merit Academy. The Board may not take any action on matters discussed during the public testimony period that are not listed on the agenda.

Agenda

		Purpose	Presenter	Time
I.	**Opening Items**			**5:30 PM**
	A. Record Attendance			1 m
	B. Call the Meeting to Order		Aurelia Mcbride	

		Purpose	Presenter	Time
C.	Approve Minutes	Approve Minutes	Aurelia Mcbride	1 m

II. Review and Approval of Monthly Financials — 5:32 PM

The purpose of this section is to review and approve the monthly financials for MMA.

A.	Approval of Monthly Financials This is the monthly review of prior month financials and updates by back office provider.	Vote	Angelina Mccoach	10 m
B.	FY27 Preliminary Budget Review	Vote	Lakenna Booker	10 m

III. Approvals — 5:52 PM

A.	SY 26-27 School Calendar Approval	Vote	Lakenna Booker	10 m
B.	Executive Director Evaluation	Vote	Lashawn Lester	5 m
C.	CKLA (Grades K-4)	Vote	Lakenna Booker	5 m
D.	Wit & Wisdom (Grades 5-8) 3 Years	Vote	Lakenna Booker	5 m
E.	EnVision Math (3 Year)	Vote	Lakenna Booker	5 m
F.	McGraw Hill - Science, Social Studies, and Spanish	Vote	Lakenna Booker	5 m
G.	Copier Lease	Vote	Lakenna Booker	5 m

IV. Contracts Review — 6:32 PM

A.	Board on Track	Discuss	Lakenna Booker	5 m
B.	Array Education (LIT)	Discuss	Lakenna Booker	5 m
C.	SchoolRunner	Discuss	Lakenna Booker	8 m
D.	i-Ready Testing	Discuss	Lakenna Booker	5 m
E.	Code Crew This contract will support us in satisfying Tennessee's T.C.A. § 49-6-1010. This is the Computer Science course that is required by 8th Grade.	Discuss	Lakenna Booker	5 m

		Purpose	Presenter	Time
F.	The Learning Lounge (Math Coaching)	Discuss	Lakenna Booker	5 m

V. Committee Reports — 7:05 PM

The purpose of this section is to review committee reports.

A.	Academic Achievement Committee	Discuss	Lashawn Lester	10 m

2025-2026 Goals MMA's Academic Achievement Committee

- MMA's academic achievement committee will execute Executive Director evaluation by 12/2025 of the 2025-2026 SY.
- MMA's academic achievement committee will finalize a more robust academic data dashboard by the end of 2025-2026 SY.
- MMA's academic achievement committee will monitor the current academic data dashboard each month.

B.	Development Committee	Discuss	Aurelia Mcbride	10 m
C.	Finance Committee	Discuss	Joseph McKinney	10 m
D.	Governance Committee	Discuss	Aurelia Mcbride	10 m

- Terms Discussion

VI. Other Business — 7:45 PM

A.	Executive Director Update	Discuss	Lakenna Booker	10 m

April ED Report

B.	MMARE Financials - KAMI	Discuss	Angelina Mccoach	15 m

The purpose of this section is to update the board on monthly financial position of the total property of 4089 American Way.

C.	Property Manager Reports - Progressive PM	Discuss	Angelina Mccoach	10 m

This is a summary of reports from Progressive Property Management on expenses and revenues for managing the properties.

D.	Property Management Requests - Subleasing	Vote	Lakenna Booker	5 m

		Purpose	Presenter	Time
VII.	**Closing Items**			**8:25 PM**
	A. Adjourn Meeting	Vote	Aurelia Mcbride	

* 8-44-102. Open meetings -- "Governing body" defined -- "Meeting" defined. (a)All meetings of any governing body are declared to be public meetings open to the public at all times, except as provided by the Constitution of Tennessee...(ii) The provisions of this
subdivision (b)(1)(E) shall not be construed to require the disclosure of a trade secret or proprietary information held or used by an association or nonprofit corporation to which this chapter applies. In the event a trade secret or proprietary information is required to
be discussed in an open meeting, the association or nonprofit corporation may conduct an executive session to discuss such trade secret or proprietary information; provided that a notice of the executive session is included in the agenda for such meeting. (iii)As
used in this subdivision (b) (1) (E): (a)"Proprietary information" means rating information, plans, or proposals; actuarial information; specifications for specific services provided; and any other similar commercial or financial information used in making or deliberating
toward a decision by employees, agents or the board of directors of such association or corporation; and which if known to a person or entity outside the association or corporation would give such person or entity an advantage or an opportunity to gain an
advantage over the association or corporation when providing or bidding to provide the same or similar services to local governments; and (b)"Trade secret" means the whole or any portion or phrase of any scientific or technical information, design, process,
procedure, formula or improvement which is secret and of value. The trier of fact may infer a trade secret to be secret when the owner thereof takes measures to prevent it from becoming available to persons other than those selected by the owner to have access
thereto for limited purposes.

Coversheet

Approval of Monthly Financials

Section:	II. Review and Approval of Monthly Financials
Item:	A. Approval of Monthly Financials
Purpose:	Vote
Submitted by:	
Related Material:	MMA - FY26 - March Financial Update.pdf MMA FINAL Mar financials.pdf

Memphis Merit Academy

FY26 March Financial Update

Contents

- 2025-26 (FY26) Forecast Update
  - FY26 Prior Forecast vs. Current Forecast – Overview
  - FY26 Prior Forecast vs. Current Forecast – Waterfall
  - FY26 Monthly Cash Projection
  - FY26 Financial Dashboard

- 2026-27 (FY27) Preliminary Budget Summary
  - FY27 Budget Summary
  - FY27 Revenue Assumptions
  - FY27 Revenue Distribution
  - FY27 Expense Distribution
  - FY27 Cash Projections
  - Opportunities and Uncertainties

2025-26 Prior Forecast vs. Current Forecast - Overview

		Approved Budget	Previous Forecast	Current Forecast	Previous Forecast vs. Current Forecast
Revenue	Charges for Current Services	38,891	77,868	77,868	-
	Other Local Revenues	187,400	158,085	361,503	203,418
	State of Tennessee	6,295,000	6,659,880	6,659,880	-
	Federal Government	251,126	349,683	349,683	-
	Total Revenue	**6,772,417**	**7,245,516**	**7,448,934**	**203,418**
Expenses	Personnel	3,307,084	3,428,211	3,539,852	(111,641)
	Employer Taxes & Employee Benefits	756,763	762,957	774,046	(11,089)
	Contracted Services	2,183,878	2,313,474	2,310,149	3,325
	Supplies & Materials	417,750	463,776	544,020	(80,244)
	Other Charges	59,481	60,082	60,134	(52)
	Debt Service	19,678	22,955	22,955	-
	Capital Expenses	13,311	13,311	13,311	-
	Total Expenses	**6,757,946**	**7,064,766**	**7,264,467**	**(199,702)**
	Net Income	**14,471**	**180,750**	**184,467**	**3,717**
	Beginning Balance (Audited)	429,752	687,693	687,693	
	Net Income	14,471	180,750	184,467	
Ending Fund Balance		**444,223**	**868,443**	**872,160**	
Fund Balance as a % of Expenses		**7%**	**12%**	**12%**	

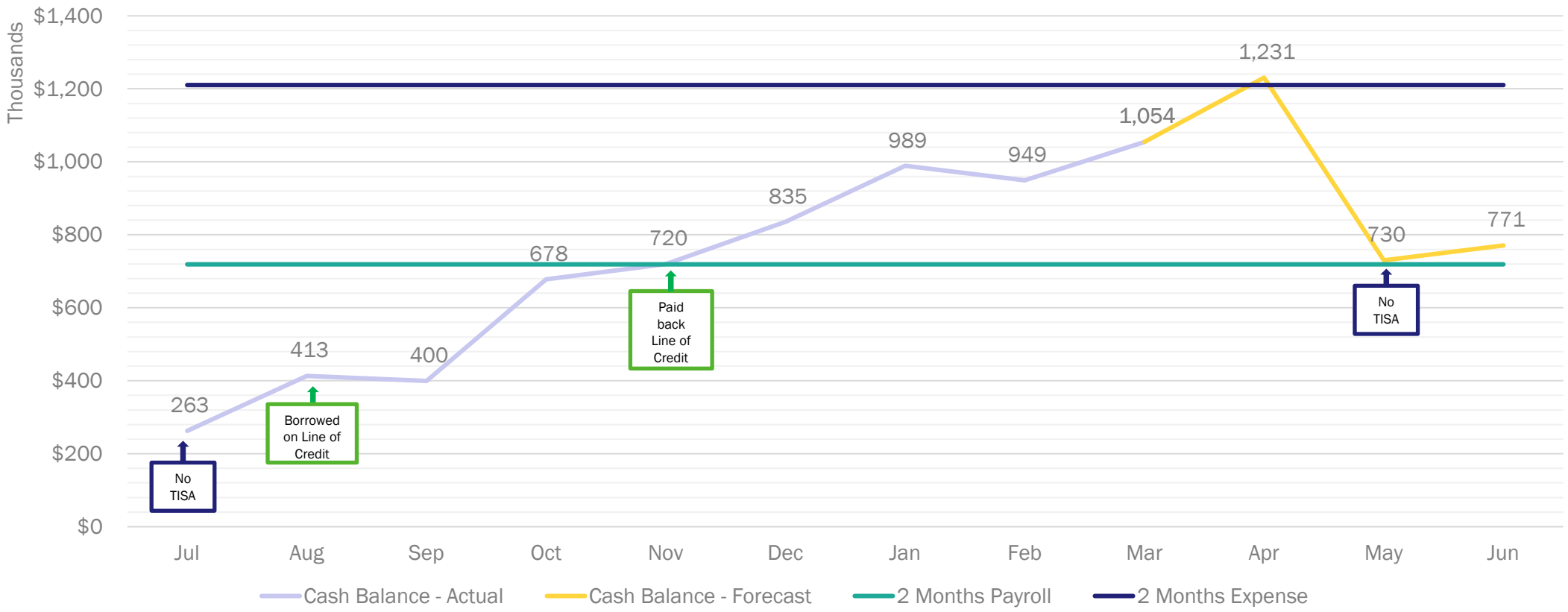
2025-26 Prior Forecast vs. Current Forecast – Waterfall

$3.7k net income increase



2025-26 Monthly Cash Balance

Ended Mar with $1.054m, or 53 DCOH; projected to end FY26 with $771k, or 39 DCOH



FY26 Key Measures Dashboard

				2025-26 Board Meetings						
	Metric	Target	Legend	Sept	Oct	Nov	Jan(Nov)	Feb	Mar	Apr
Revenue	Enrollment	515	>506 490-506 <490	505	499	502	501	497	495	495
Revenue	ADM	97.1% (500)	>97% 95-97% <95%	98.1%	96.9%	97.5%	97.3%	96.5%	96.1%	96.1%
Revenue	Fundraising (board contributions + corporate giving)	$60,000	>100% 80-100% <80%	12.4%	12.4%	14.1%	21.7%	25.3%	25.3%	25.3%
Expenses	Expense variance to budget (exc. dep)	> -5%	>-4% -5% to -4% <-5%	-3.5%	-2.7%	-2.8%	-3.0%	-4.1%	-4.5%	-7.5%
Ops	Uncategorized revenue & expense	<$10,000	<$10,000 $5K-$10K >$15,000	$0	$0	$0	$0	$0	$0	$0
Cash	Cash on hand (EOY)	60 days' expense	>60 45-60 <45	25	33	41	39	50	41	39
Sustain-ability	Year-end fund balance (forecast)	20% of expenses	>20% 15-20% <15%	6.7%	10.0%	11.1%	11.6%	13.0%	12.3%	12.0%

FY27 Preliminary Budget Summary

2026-27 Budget Summary

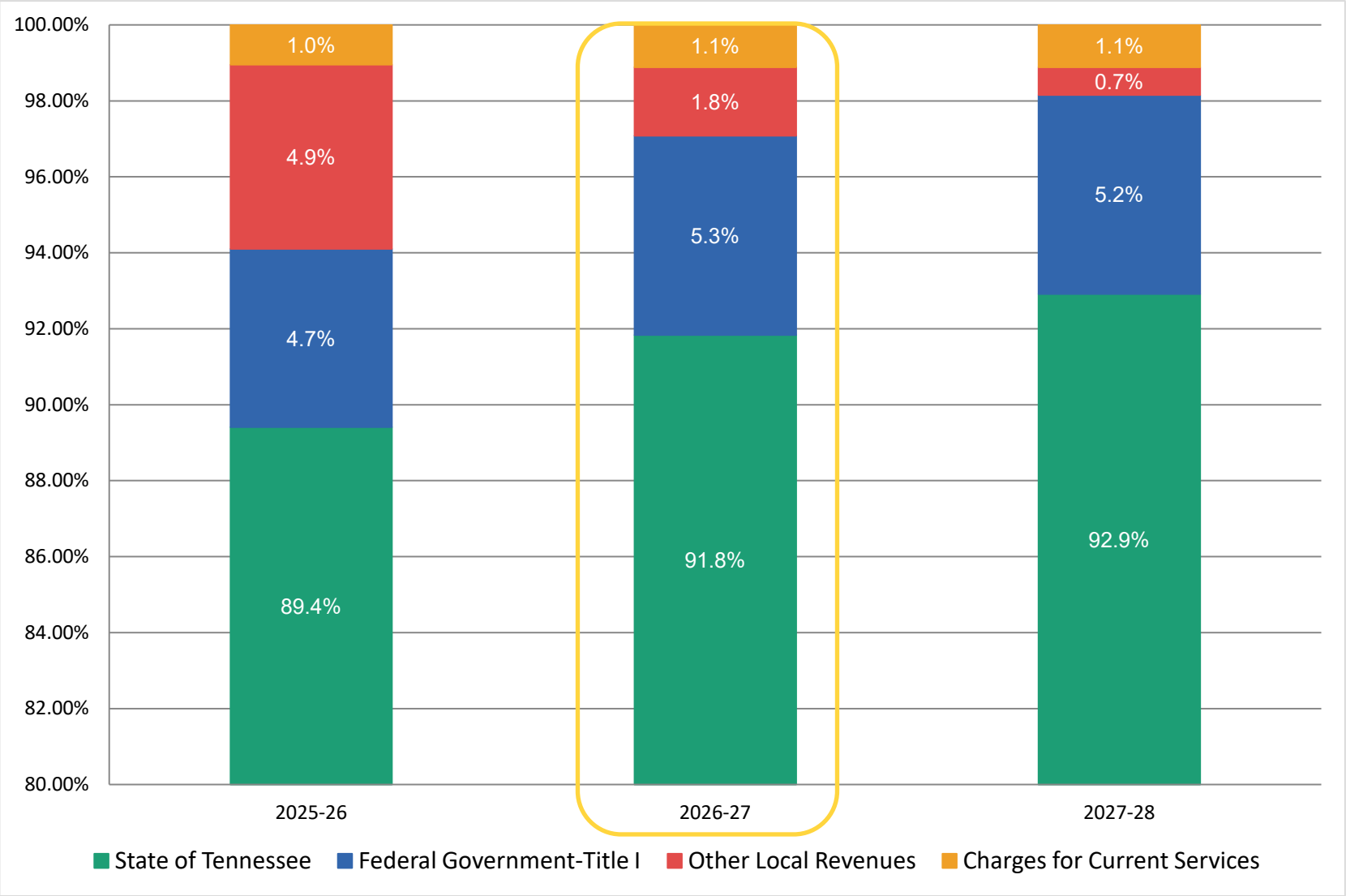
FY27 projected net income: +$55,937

		2025-26	2026-27	2027-28
		Current Forecast	Projected Budget	Projected Budget
Revenue	Charges for Current Services	77,868	91,100	91,100
	Other Local Revenues	361,503	147,120	60,000
	State of Tennessee	6,659,880	7,499,840	7,608,186
	Federal Government	349,683	869,602	876,213
	Total Revenue	**7,448,934**	**8,607,662**	**8,635,499**
Expenses	Personnel	3,539,852	4,181,384	4,265,012
	Employer Taxes & Employee Benefits	774,046	928,760	946,659
	Contracted Services	2,310,149	2,805,515	2,770,422
	Supplies & Materials	544,020	548,612	537,951
	Other Charges	60,134	59,442	59,661
	Debt Service	22,955	14,501	8,922
	Capital Expenses	13,311	13,511	13,713
	Total Expenses	**7,264,467**	**8,551,724**	**8,602,340**
	Net Income	**184,467**	**55,937**	**33,159**
	Beginning Balance (Audited)	687,693	872,160	928,098
	Net Income	184,467	55,937	33,159
Ending Fund Balance (incl. Depreciation)		**872,160**	**928,098**	**961,256**
Ending Fund Balance as % of Expenses		**12.0%**	**10.9%**	**11.2%**

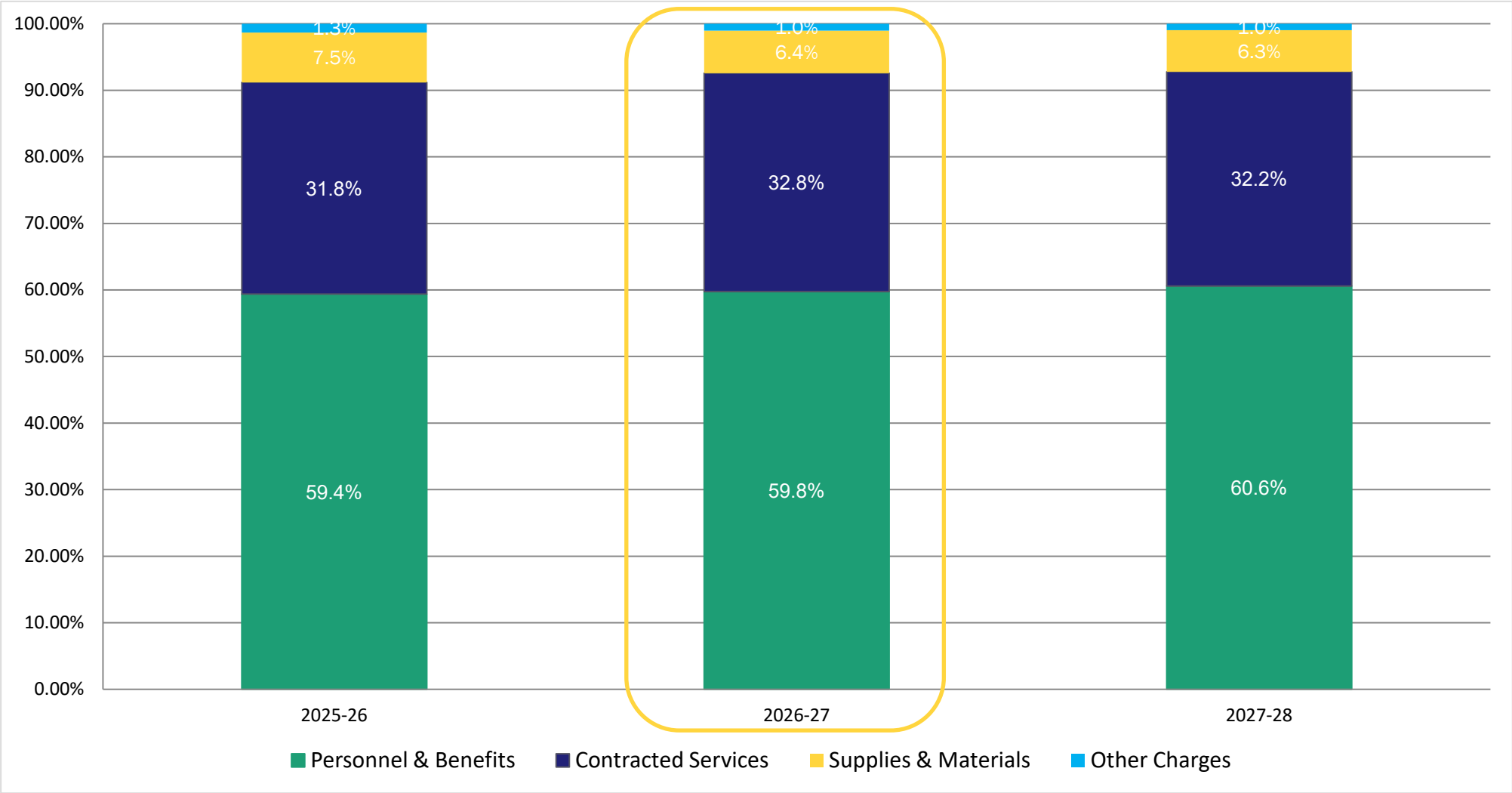
Revenue Assumptions

Revenue Drivers	2025-26	2026-27
Enrollment	515	594
End of Year ADM	495	564
ADM %	96%	95%
Funding Sources		
TISA		
Rate Per ADM	12,700	12,800
TISA Funding	6,286,500	7,223,040
Federal Revenue		
Title I	349,683	428,852
NSLP	0	440,750
Other State Revenues		
Summer School Grant	50,000	68,000
Facilities Grant	219,951	200,000
Local Revenue / Fundraising		
Foundations	323,840	87,120
Fundraisers, Board, Capital campaign	36,000	60,000

Revenue Distribution

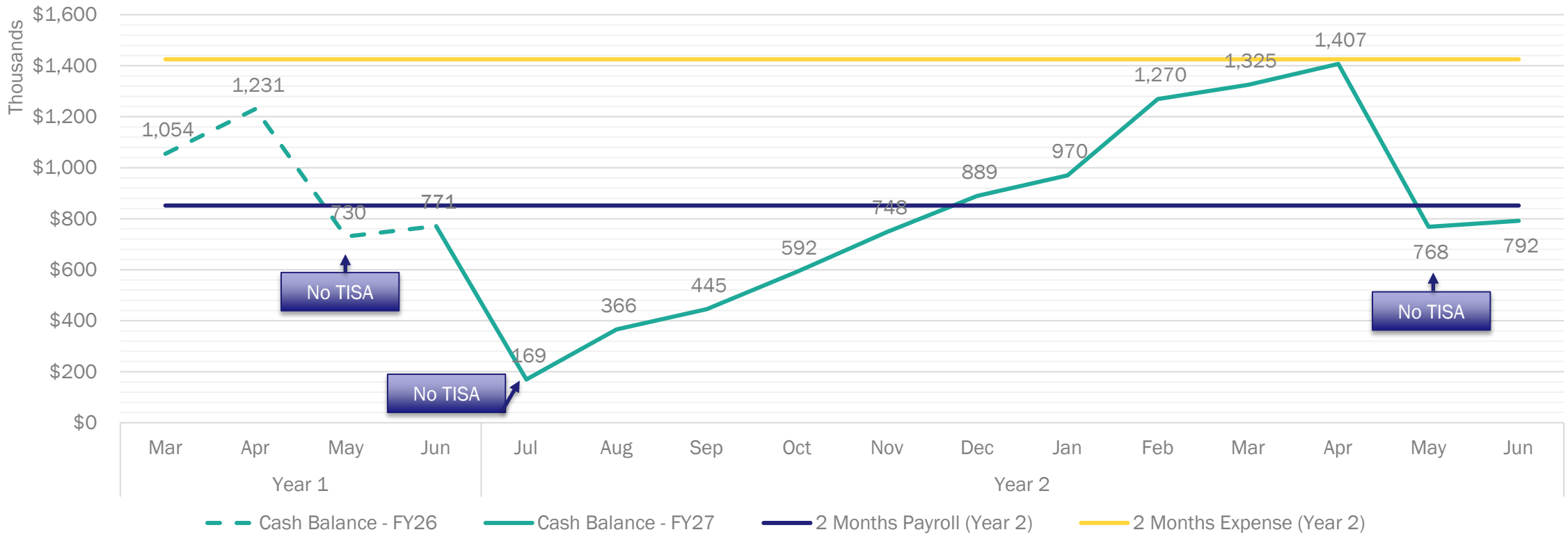


Expense Distribution



FY27 Cash Projections

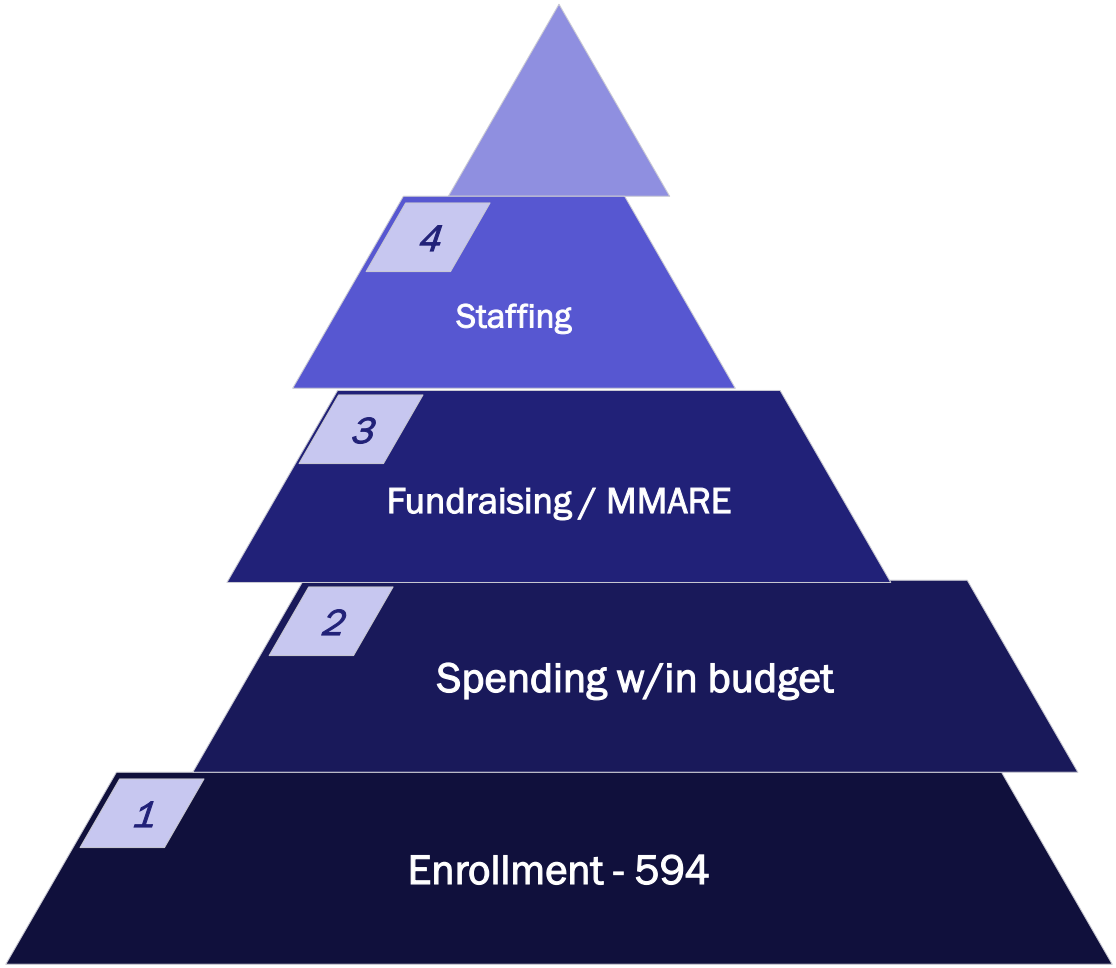
Projected to end FY27 with $792k or 34 DCOH



Cash flow does reflect A/R collections from MMARE to MMA

Opportunities and Uncertainties

Several areas to watch in FY27



Memphis Merit Academy
Income Statement
As of Mar FY2026

	Actual			YTD	Budget & Forecast						
	Jan	Feb	Mar	Actual YTD	Approved Budget v1	Previous Forecast	Current Forecast	Previous Forecast vs. Current Forecast	Approved Budget v1 vs. Current Forecast	Current Forecast Remaining	% Forecast Spent
SUMMARY											
Revenue											
Charges for Current Services	4,390	6,212	9,589	73,846	38,891	77,868	77,868	-	38,978	4,023	95%
Other Local Revenues	7,360	-	138	92,671	187,400	158,085	361,503	203,418	174,103	268,832	26%
State of Tennessee	660,500	677,104	627,804	5,419,851	6,295,000	6,659,880	6,659,880	-	364,880	1,240,030	81%
Federal Government	28,474	34,000	71,146	229,684	251,126	349,683	349,683	-	98,556	119,999	66%
Total Revenue	**700,724**	**717,317**	**708,678**	**5,816,051**	**6,772,417**	**7,245,516**	**7,448,934**	**203,418**	**676,517**	**1,632,883**	**78%**
Expenses											
Personnel	277,358	268,600	280,708	2,483,888	3,307,084	3,428,211	3,539,852	(111,641)	(232,767)	1,055,964	70%
Employer Taxes & Employee Benefits	63,242	61,137	62,175	551,144	756,763	762,957	774,046	(11,089)	(17,283)	222,902	71%
Contracted Services	247,490	263,011	199,420	1,893,094	2,183,878	2,313,474	2,310,149	3,325	(126,271)	417,055	82%
Supplies & Materials	35,815	26,217	23,739	371,773	417,750	463,776	544,020	(80,244)	(126,270)	172,247	68%
Other Charges	4,725	4,460	4,609	43,467	59,481	60,082	60,134	(52)	(653)	16,668	72%
Debt Service	1,655	1,619	1,431	18,471	19,678	22,955	22,955	-	(3,277)	4,484	80%
Capital Expenses	-	-	-	2,722	13,311	13,311	13,311	-	-	10,590	20%
Total Expenses	**630,284**	**625,045**	**572,082**	**5,364,558**	**6,757,946**	**7,064,766**	**7,264,467**	**(199,702)**	**(506,521)**	**1,899,910**	**74%**
Net Income	**70,440**	**92,272**	**136,596**	**451,494**	**14,471**	**180,750**	**184,467**	**3,717**	**169,996**	**(267,027)**	
Fund Balance											
Beginning Balance (Audited)					429,752	687,693	687,693				
Net Income					14,471	180,750	184,467				
Ending Fund Balance					**444,223**	**868,443**	**872,160**				
Fund Balance as a % of Expenses					6.6%	12.3%	12.0%				
Debt Service Coverage Ratio						0.98	1.00				
KEY ASSUMPTIONS											
Enrollment Breakdown											
K					90	90	90	-	-		
1					90	90	90	-	-		
2					66	66	66	-	-		
3					70	70	70	-	-		
4					60	60	60	-	-		
5					58	58	58	-	-		
6					38	38	38	-	-		
7					43	43	43	-	-		
Total Enrolled					**515**	**515**	**515**	**-**	**-**		
ADM %					**97.1%**	**96.1%**	**96.1%**	**0.0%**	**-1.0%**		
Total ADM					**500.0**	**495.0**	**495.0**	**-**	**(5.0)**		

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Income Statement
As of Mar FY2026

		Actual			YTD	Budget & Forecast						
		Jan	Feb	Mar	Actual YTD	Approved Budget v1	Previous Forecast	Current Forecast	Previous Forecast vs. Current Forecast	Approved Budget v1 vs. Current Forecast	Current Forecast Remaining	% Forecast Spent
REVENUE												
Charges for Current Services												
43518	Tuition - After School Program	4,080	4,925	9,589	53,399	22,850	55,810	55,810	-	32,960	2,411	96%
43519	Student Activity Fees	310	1,028	-	14,429	16,041	16,041	16,041	-	-	1,612	90%
43526	Field Trips	-	260	-	480	-	480	480	-	480	-	100%
43527	Uniforms	-	-	-	5,538	-	5,538	5,538	-	5,538	-	100%
	SUBTOTAL - Charges for Current Services	**4,390**	**6,212**	**9,589**	**73,846**	**38,891**	**77,868**	**77,868**	**-**	**38,978**	**4,023**	**95%**
Other Local Revenues												
44146	E-Rate Funding	-	-	-	-	6,840	-	-	-	(6,840)	-	
44570.1	Board Contributions	-	-	-	2,035	10,000	10,000	10,000	-	-	7,965	20%
44570.2	School Fundraisers	7,144	-	-	12,117	30,000	15,000	15,000	-	(15,000)	2,883	81%
44570.3	Foundations	216	-	-	75,856	120,560	120,560	323,840	203,280	203,280	247,984	23%
44570.6	Capital Campaign	-	-	-	1,000	20,000	11,000	11,000	-	(9,000)	10,000	9%
44990	Other Local Revenue	-	-	138	1,663	-	1,525	1,663	138	1,663	-	100%
	SUBTOTAL - Other Local Revenues	**7,360**	**-**	**138**	**92,671**	**187,400**	**158,085**	**361,503**	**203,418**	**174,103**	**268,832**	**26%**
State of Tennessee												
46510	TISA	651,668	651,668	627,804	5,119,814	6,245,000	6,309,844	6,309,844	-	64,844	1,190,030	81%
46590	Other State Education Funds	-	-	-	48,439	-	48,439	48,439	-	48,439	-	100%
46790	Summer School Grant	-	-	-	-	50,000	50,000	50,000	-	-	50,000	0%
46980	Other State Grants	8,832	25,437	-	228,783	-	228,783	228,783	-	228,783	-	100%
46991	Other State Revenues - Prior Years	-	-	-	22,814	-	22,814	22,814	-	22,814	-	100%
	SUBTOTAL - State of Tennessee	**660,500**	**677,104**	**627,804**	**5,419,851**	**6,295,000**	**6,659,880**	**6,659,880**	**-**	**364,880**	**1,240,030**	**81%**
Federal Government												
47141	Title I - Grants to Local Education Agencies	28,474	34,000	71,146	229,684	251,126	349,683	349,683	-	98,556	119,999	66%
	SUBTOTAL - Federal Government	**28,474**	**34,000**	**71,146**	**229,684**	**251,126**	**349,683**	**349,683**	**-**	**98,556**	**119,999**	**66%**
TOTAL REVENUE		**700,724**	**717,317**	**708,678**	**5,816,051**	**6,772,417**	**7,245,516**	**7,448,934**	**203,418**	**676,517**	**1,632,883**	**78%**

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		Jan	Feb	Mar	Actual YTD	Approved Budget v1	Previous Forecast	Current Forecast	Previous Forecast vs. Current Forecast	Approved Budget v1 vs. Current Forecast	Current Forecast Remaining	% Forecast Spent
EXPENSES												
Personnel												
104	Principal	31,097	31,097	31,097	276,609	367,820	369,702	369,702	-	(1,882)	93,093	75%
105	Supervisor-Director	14,292	14,292	14,292	128,625	156,060	171,500	171,500	-	(15,440)	42,875	75%
116	Teachers	109,493	109,669	109,699	978,745	1,318,366	1,321,392	1,320,405	987	(2,040)	341,661	74%
123	Guidance Personnel	5,789	5,789	5,789	52,103	69,461	69,471	69,471	-	(10)	17,368	75%
134	Instructional Coaching	11,783	11,783	6,995	92,865	168,300	128,042	116,751	11,290	51,549	23,887	80%
162	Clerical Personnel	16,666	16,503	16,295	147,929	206,140	199,042	198,535	507	7,605	50,606	75%
163	Interventionists (General Ed)	27,164	27,176	26,123	205,496	257,108	292,182	289,031	3,151	(31,923)	83,535	71%
166	Custodial Personnel	13,184	12,753	12,517	122,262	201,287	180,144	175,090	5,055	26,197	52,828	70%
169	Part-time Personnel	1,626	1,572	1,506	18,362	-	22,700	22,700	-	(22,700)	4,339	81%
172	Special Education Personnel	33,655	30,984	29,999	294,548	359,281	404,791	404,007	784	(44,726)	109,459	73%
174	Summer School Stipends	-	-	-	-	60,000	60,000	173,850	(113,850)	(113,850)	173,850	0%
181	Bonuses & Extra Pay	5,500	2,625	21,500	52,990	76,763	80,388	100,888	(20,500)	(24,125)	47,898	53%
188	Bonus Payments	-	-	-	46,000	-	46,000	46,000	-	(46,000)	-	100%
198	Substitute Teachers	7,109	4,357	4,898	67,355	66,500	82,857	81,922	935	(15,422)	14,566	82%
	SUBTOTAL - Personnel	**277,358**	**268,600**	**280,708**	**2,483,888**	**3,307,084**	**3,428,211**	**3,539,852**	**(111,641)**	**(232,767)**	**1,055,964**	**70%**
Employer Taxes & Employee Benefits												
201	Social Security	16,365	15,806	16,556	146,976	204,035	212,549	219,471	(6,922)	(15,436)	72,495	67%
204	State Retirement	22,557	21,839	22,639	200,304	250,075	267,766	273,341	(5,576)	(23,267)	73,037	73%
207	Medical Insurance	15,451	17,670	18,599	159,803	246,439	222,994	219,723	3,271	26,716	59,920	73%
210	Unemployment Compensation	5,041	2,125	510	9,686	8,262	9,939	10,183	(244)	(1,921)	497	95%
212	Employer Medicare	3,827	3,696	3,872	34,375	47,953	49,709	51,328	(1,619)	(3,375)	16,953	67%
	SUBTOTAL - Employer Taxes & Employee Benefits	**63,242**	**61,137**	**62,175**	**551,144**	**756,763**	**762,957**	**774,046**	**(11,089)**	**(17,283)**	**222,902**	**71%**

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As of Mar FY2026

		Actual			YTD	Budget & Forecast						
		Jan	Feb	Mar	Actual YTD	Approved Budget v1	Previous Forecast	Current Forecast	Previous Forecast vs. Current Forecast	Approved Budget v1 vs. Current Forecast	Current Forecast Remaining	% Forecast Spent
Contracted Services												
305	Audit Services	9,500	-	-	22,437	31,000	31,000	31,561	(561)	(561)	9,123	71%
306	Bank Charges	(189)	40	65	548	3,000	3,000	3,000	-	-	2,452	18%
308	Consultants	6,000	-	-	6,000	-	6,000	6,000	-	(6,000)	-	100%
308.2	E-Rate Consultant	-	-	-	2,023	4,625	2,023	2,023	-	2,602	-	100%
308.3	Summer Operations Support	8,328	-	-	8,328	10,554	8,328	8,328	-	2,226	-	100%
308.4	Substitutes	-	-	-	3,198	-	3,198	3,198	-	(3,198)	-	100%
308.6	Physical Education Contractor	4,600	4,600	4,600	37,040	50,750	50,750	50,750	-	-	13,710	73%
310	Afterschool Activities	122	247	87	928	5,000	5,000	5,000	-	-	4,072	19%
312	SEL Curriculum	-	-	-	-	1,000	-	-	-	1,000	-	
316	Contracts with Special Education Providers	3,218	3,218	2,972	18,325	25,000	25,000	25,000	-	-	6,675	73%
320	Dues & Memberships	175	-	-	6,929	2,954	6,929	6,929	-	(3,975)	-	100%
322	Evaluation & Testing	-	-	-	34,218	55,552	34,217	34,217	-	21,334	(0)	100%
324	Financial Services	8,830	8,830	8,830	79,472	105,454	105,963	105,963	-	(509)	26,491	75%
325	Fiscal Agent Charges	-	-	17,500	35,000	35,000	35,000	35,000	-	-	-	100%
328	Janitorial Services	1,362	1,510	3,108	14,256	5,076	11,148	14,256	(3,108)	(9,180)	-	100%
328.3	Pest Control	175	175	-	1,400	2,100	2,100	2,100	-	-	700	67%
330	Operating Lease Payments	91,216	182,432	91,216	862,800	1,063,576	1,045,225	1,045,225	-	18,351	182,425	83%
331	Legal Services	2,020	-	2,540	15,831	20,000	20,000	20,000	-	-	4,169	79%
335	Maintenance & Repair Services - Building	5,553	3,333	4,233	39,299	33,225	40,941	42,699	(1,758)	(9,474)	3,400	92%
340	Student Medical Services	6,038	2,559	2,848	34,256	50,000	50,000	50,000	-	-	15,744	69%
348	Postal Charges	-	-	-	-	2,816	100	100	-	2,716	100	0%
361	Permits	-	54	2,171	6,619	523	4,497	6,619	(2,122)	(6,096)	-	100%
375	Enrollment Platforms/SIS	-	-	4,660	48,232	55,082	45,222	48,232	(3,010)	6,849	-	100%
377	Field Trips	400	3,911	1,126	9,449	36,470	36,470	36,470	-	-	27,021	26%
378	Fundraising Expenses	-	-	-	20,384	784	20,384	20,384	-	(19,599)	-	100%
380	Internet & Website Fees	474	1,405	1,406	28,919	24,489	30,586	30,585	0	(6,096)	1,667	95%
383	Payroll Services	711	1,045	485	7,068	5,909	8,425	8,644	(219)	(2,735)	1,576	82%
384	Prior Year Expense - not accrued	10,485	398	-	10,501	-	10,103	10,501	(398)	(10,501)	-	100%
385	Security	12,347	10,231	10,877	108,019	131,728	131,728	131,728	-	-	23,709	82%
386	Sports	330	728	137	41,964	9,643	42,028	42,028	(0)	(32,386)	64	100%
387	Staff Recruiting	1,391	1,702	3,355	19,723	14,729	22,568	22,568	-	(7,839)	2,845	87%
388.1	Student Recruitment	3,500	6,431	8,052	40,569	46,200	46,200	46,200	-	-	5,631	88%
388.3	Parent Meetings	-	509	-	509	1,698	1,698	1,698	-	-	1,188	30%
391	Technology Services	7,763	7,379	630	72,045	90,943	90,943	90,943	-	-	18,898	79%
399.2	Academic Consulting Services	63,144	22,272	28,522	256,806	259,000	306,700	312,700	(6,000)	(53,700)	55,894	82%
399.4	Saturday School Academy Services	-	-	-	-	-	30,000	9,500	20,500	(9,500)	9,500	0%
	SUBTOTAL - Contracted Services	**247,490**	**263,011**	**199,420**	**1,893,094**	**2,183,878**	**2,313,474**	**2,310,149**	**3,325**	**(126,271)**	**417,055**	**82%**

Memphis Merit Academy
Income Statement
As of Mar FY2026

		Actual			YTD	Budget & Forecast						
		Jan	Feb	Mar	Actual YTD	Approved Budget v1	Previous Forecast	Current Forecast	Previous Forecast vs. Current Forecast	Approved Budget v1 vs. Current Forecast	Current Forecast Remaining	% Forecast Spent
Supplies & Materials												
410	Custodial Supplies	3,005	2,353	3,022	29,359	36,613	36,613	36,613	-	-	7,255	80%
418.1	Copier Lease	5,398	6,467	6,916	48,001	40,675	58,586	58,586	-	(17,911)	10,584	82%
435	Office Supplies	-	-	-	-	1,000	-	-	-	1,000	-	
449	Curriculum	13,087	-	-	101,339	97,113	101,339	101,339	-	(4,226)	0	100%
452.2	Internet	184	-	-	4,582	6,090	6,090	6,090	-	-	1,508	75%
452.3	Waste	853	1,477	1,406	13,101	9,213	15,365	15,365	-	(6,152)	2,264	85%
452.5	Cell Phone Service	-	481	850	3,849	7,613	7,613	7,613	-	-	3,764	51%
481	Instructional Supplies & Materials	4,004	11,216	6,054	100,517	94,539	114,539	114,539	0	(20,000)	14,021	88%
481.2	Printing Paper	2,117	-	-	6,518	16,895	10,895	10,895	-	6,000	4,377	60%
481.3	Summer School Supplies	-	-	-	-	-	-	75,474	(75,474)	(75,474)	75,474	0%
482	Enrichment Supplies	-	-	-	-	5,075	-	-	-	5,075	-	
482.1	Building Decorum	111	194	87	1,585	2,224	2,224	2,224	-	-	638	71%
482.2	Gifts & Awards	413	403	791	6,591	23,839	23,839	23,839	-	-	17,248	28%
492	Professional Development Supplies	814	753	1,814	12,482	15,225	25,225	25,225	-	(10,000)	12,743	49%
494	Equipment - Computers	-	-	-	-	10,817	10,817	10,817	-	-	10,817	0%
494.1	Student Computers	2,799	2,799	2,799	25,195	28,707	28,707	33,593	(4,886)	(4,886)	8,398	75%
499.1	Staff Gifts and Awards	3,030	74	-	18,653	22,112	21,925	21,809	116	303	3,156	86%
	SUBTOTAL - Supplies & Materials	**35,815**	**26,217**	**23,739**	**371,773**	**417,750**	**463,776**	**544,020**	**(80,244)**	**(126,270)**	**172,247**	**68%**
Other Charges												
506	Liability Insurance	4,559	4,295	4,295	40,515	56,080	56,080	56,080	-	-	15,565	72%
514	Depreciation	166	166	166	1,491	1,989	1,989	1,989	-	0	497	75%
533	Criminal Investigation of Applicants	-	-	149	1,460	1,412	2,013	2,065	(52)	(654)	605	71%
	SUBTOTAL - Other Charges	**4,725**	**4,460**	**4,609**	**43,467**	**59,481**	**60,082**	**60,134**	**(52)**	**(653)**	**16,668**	**72%**
Debt Service												
604	Interest on Notes	1,655	1,619	1,431	18,471	19,678	22,955	22,955	-	(3,277)	4,484	80%
	SUBTOTAL - Debt Service	**1,655**	**1,619**	**1,431**	**18,471**	**19,678**	**22,955**	**22,955**	**-**	**(3,277)**	**4,484**	**80%**
Capital Expenses												
709	Network Installation	-	-	-	1,137	-	1,137	1,137	-	(1,137)	-	100%
711	Furniture & Fixtures	-	-	-	1,585	13,311	12,175	12,175	-	1,137	10,590	13%
	SUBTOTAL - Capital Expenses	**-**	**-**	**-**	**2,722**	**13,311**	**13,311**	**13,311**	**-**	**-**	**10,590**	**20%**
TOTAL EXPENSES		**630,284**	**625,045**	**572,082**	**5,364,558**	**6,757,946**	**7,064,766**	**7,264,467**	**(199,702)**	**(506,521)**	**1,899,910**	**74%**

Memphis Merit Academy
Current Forecast - Detail
As of Mar FY2026

		Current Forecast	Notes
REVENUE			
Charges for Current Services			
43518	Tuition - After School Program	55,810	
43519	Student Activity Fees	16,041	
43526	Field Trips	480	
43527	Uniforms	5,538	
	SUBTOTAL - Charges for Current Services	**77,868**	
Other Local Revenues			
44570	Board Contributions	10,000	
44570	School Fundraisers	15,000	
44570	Foundations	323,840	
	City of Memphis - City Council Grant	5,000	
	Miscellaneous Donations (remaining)	44,704	
	Miscellaneous Donations (paid)	296	2025 July
	Bloomberg Summer Boost Grant 2025	70,560	2025 August
	Bloomberg Summer Boost Grant 2026	203,280	
44571	Capital Campaign	11,000	
44990	Other Local Revenue	1,663	
	SUBTOTAL - Other Local Revenues	**361,503**	
State of Tennessee			
46510	TISA	6,309,844	Paying 12,870,frcst 12,490
46590	Other State Education Funds	48,439	2025 Teacher Bonus
46790	Summer School Grant	50,000	
46980	Other State Grants	228,783	
	Facilities Grant 2026	219,951	
	Public School Security Grant 2026	8,832	
46991	Other State Revenues - Prior Years	22,814	
	SUBTOTAL - State of Tennessee	**6,659,880**	
Federal Government			
47141	Title I - Grants to Local Education Agencies	349,683	
	Allocation	345,866	
	Family Engagement	3,817	
	SUBTOTAL - Federal Government	**349,683**	
Other Sources - Non Revenue			
	SUBTOTAL - Other Sources - Non Revenue	**-**	
TOTAL REVENUE		**7,448,934**	
EXPENSES			
Personnel			
104	Principal	369,702	
105	Supervisor-Director	171,500	
116	Teachers	1,320,405	
123	Guidance Personnel	69,471	
134	Instructional Coaching	116,751	
162	Clerical Personnel	198,535	
163	Interventionists (General Ed)	289,031	
166	Custodial Personnel	175,090	
169	Part-time Personnel	22,700	
172	Special Education Personnel	404,007	
174	Summer School Stipends	173,850	
181	Bonuses & Extra Pay	100,888	
188	Bonus Payments	46,000	
198	Substitute Teachers	81,922	
	SUBTOTAL - Personnel	**3,539,852**	
Employer Taxes & Employee Benefits			
201	Social Security	219,471	
204	State Retirement	273,341	
207	Medical Insurance	219,723	
210	Unemployment Compensation	10,183	
212	Employer Medicare	51,328	
	SUBTOTAL - Employer Taxes & Employee Benefits	**774,046**	
Contracted Services			
305	Audit Services	31,561	Audit and 990
306	Bank Charges	3,000	CC finance charges and other bank fees
308	Consultants	6,000	
	NSLP application and set up	6,000	
308.2	E-Rate Consultant	2,023	
	Baseline annual fees (Educational Consulting Assoc)	2,023	
308.3	Summer Operations Support	8,328	
	Cariina	8,328	
308.4	Substitutes	3,198	
	Substitutes	1,194	
	Red Rover implement/subscription	2,004	
308.6	Physical Education Contractor	50,750	
310	Afterschool Activities	5,000	
	General	5,000	
316	Contracts with Special Education Providers	25,000	Huddle Up care
320	Dues & Memberships	6,929	
	Tennessee Charter School Center	3,550	
	NASSP - Honor Society	385	
	Smore Team Account	2,620	
	Other	374	
322	Evaluation & Testing	34,217	
	iReady (Curriculum Associates)	32,567	
	Other (incl NCS Pearson)	1,650	
324	Financial Services	105,963	Vertex Education
325	Fiscal Agent Charges	35,000	Authorizer Fee
328	Janitorial Services	14,256	
	Floor - buffing	2,500	
	Misc & summer	4,898	
	Janitorial Contract	6,858	
328.3	Pest Control	2,100	
330	Operating Lease Payments	1,045,225	
	Annual rent for 4089 American Way	717,121	
	LLC Operating Gap (part of 4089 lease) - INITIAL	180,000	
	1st Amendment change(10/1/25-9/30/26)	148,104	
331	Legal Services	20,000	Burch, Porter, & Johnson
335	Maintenance & Repair Services - Building	42,699	
	General	24,699	
	Building HVAC contract	18,000	

340	Student Medical Services	50,000	Well Child Nurse
348	Postal Charges	100	
361	Permits	6,619	
	General	474	
	Johnson Controls	6,145	
375	Enrollment Platforms/SIS	48,232	
	Schoolrunner (SchoolMint)	16,367	
	SchoolMint Charter - Application, Lottery, Re-Enrollment, Registra	11,973	
	Schoology (Middle School)	8,328	
	Deans List SPRING	4,660	
	Deans List FALL	4,660	
	Pikmykid	2,244	
377	Field Trips	36,470	
378	Fundraising Expenses	20,384	
380	Internet & Website Fees	30,585	
	General Monthly Fees	7,235	
	Zoom	1,800	
	Board on Track	11,795	
	Go Guardian	7,862	
	Swivl	898	
	LINQ Children Nutrition Software (annual)	995	
383	Payroll Services	8,644	
384	Prior Year Expense - not accrued	10,501	
385	Security	131,728	
	General Security	106,728	
	Beginning FY26 - add'l officer inside school	25,000	
386	Sports	42,028	
	Total	42,028	
387	Staff Recruiting	22,568	Indeed
388.1	Student Recruitment	46,200	Taylor Wiz
	Taylor Wiz	46,200	
388.3	Parent Meetings	1,698	
391	Technology Services	90,943	
	Wired Tech Partners - monthly fees	75,303	
	8x8 VOIP	9,708	
	Comcast	1,255	
	Miscellaneous/computer repairs	4,677	
399.2	Academic Consulting Services	312,700	
	The Learning Lounge	66,000	Latoya Chitman
	Literacy Mid-South (Fall/Spring)	49,200	
	Array Education (Lit Program)	179,000	
	Code Crew	12,500	
	College Bound Coordinator	6,000	Shawn Boyd Educational Services, LLC
399.4	Saturday School Academy Services	9,500	
	SUBTOTAL - Contracted Services	**2,310,149**	
Supplies & Materials			
410	Custodial Supplies	36,613	
418.1	Copier Lease	58,586	DEX, Great American Financial Svcs
449	Curriculum	101,339	
	Math Curriculum: K-8 (3 yrs @ $56,000)	16,268	
	ELA Curriculum: K-4 (3-yrs@$115k) 5-8 ($27,264)	14,952	
	Science Curriculum (McGraw Hill)	14,952	
	Social Studies Curriculum	14,952	
	Other	40,215	
452.2	Internet	6,090	
	Internet Services	6,090	
452.3	Waste	15,365	
	Monthly Waste	13,925	
	Shred-it	1,440	
452.5	Cell Phone Service	7,613	Verizon
481	Instructional Supplies & Materials	114,539	
	General	98,310	
	DropBox	9,883	
	EPS Operations	6,346	
481.2	Printing Paper	10,895	
481.3	Summer School Supplies	75,474	
482.1	Building Decorum	2,224	
482.2	Gifts & Awards	23,839	
492	Professional Development Supplies	25,225	
	Baseline Leadership Training	15,225	
	Summer conf / Nashvill hearing accomodations	10,000	
494	Equipment - Computers	10,817	
	New Computers	10,817	
494.1	Student Computers	33,593	
	Chromebooks-3 yr lease (Oct 24-Sept 27)	4,276	
	Chromebooks FY26-3 yr lease (Sept 25-Aug 28)	24,431	
	Chromebooks FY26- (July 25-Aug 25)	4,886	
499.1	Staff Gifts and Awards	21,809	
	SUBTOTAL - Supplies & Materials	**544,020**	
Other Charges			
506	Liability Insurance	56,080	
	Umbrella	26,691	
	Renewal monthly	28,525	
	Student Liability Insurance (Zurich)	865	
514	Depreciation	1,989	
533	Criminal Investigation of Applicants	2,065	
	SUBTOTAL - Other Charges	**60,134**	
Debt Service			
604	Interest on Notes	22,955	
	SUBTOTAL - Debt Service	**22,955**	
Capital Expenses			
709	Network Installation	1,137	
711	Furniture & Fixtures	12,175	
	SUBTOTAL - Capital Expenses	**13,311**	
TOTAL EXPENSES		**7,264,467**	
NET INCOME		**184,467**	

Memphis Merit Academy
Monthly Cash Forecast
As of Mar FY2026

	2025-26 Actuals & Forecast													
	Jul Actuals	Aug Actuals	Sep Actuals	Oct Actuals	Nov Actuals	Dec Actuals	Jan Actuals	Feb Actuals	Mar Actuals	Apr Forecast	May Forecast	Jun Forecast	Forecast	Remaining Balance
Beginning Cash	**733,884**	**262,608**	**413,145**	**399,504**	**678,060**	**719,890**	**835,280**	**988,827**	**949,001**	**1,054,340**	**1,230,706**	**730,032**		
REVENUE														
Charges for Current Services	1,594	8,895	10,755	17,932	10,384	4,095	4,390	6,212	9,589	1,341	1,341	1,341	77,868	-
Other Local Revenues	7,977	70,560	-	1,000	5,635	-	7,360	-	138	961	961	266,910	361,503	-
State of Tennessee	1,118	670,761	612,627	811,989	678,149	679,797	660,500	677,104	627,804	630,984	-	609,045	6,659,880	-
Federal Government	-	-	25,915	47,077	1,908	21,163	28,474	34,000	71,146	40,000	40,000	40,000	349,683	-
TOTAL REVENUE	**10,690**	**750,216**	**649,297**	**877,998**	**696,076**	**705,055**	**700,724**	**717,317**	**708,678**	**673,286**	**42,301**	**917,296**	**7,448,934**	**-**
EXPENSES														
Personnel	251,345	318,353	298,694	253,140	263,318	272,371	277,358	268,600	280,708	290,524	274,696	490,744	3,539,852	-
Employer Taxes & Employee Benefits	55,640	66,066	63,976	60,315	56,561	62,032	63,242	61,137	62,175	70,590	59,551	92,761	774,046	-
Contracted Services	153,878	196,330	179,718	249,407	195,108	208,732	247,490	263,011	199,420	81,246	163,346	172,463	2,310,149	-
Supplies & Materials	30,020	139,390	20,384	35,561	27,200	33,448	35,815	26,217	23,739	31,250	30,280	110,717	544,020	-
Other Charges	9,583	376	4,596	4,782	4,596	5,739	4,725	4,460	4,609	5,556	5,556	5,556	60,134	-
Debt Service	1,803	1,829	1,794	3,954	2,751	1,636	1,655	1,619	1,431	1,547	1,462	1,475	22,955	-
Capital Expenses	-	929	-	1,585	-	208	-	-	-	2,515	2,515	5,559	13,311	-
TOTAL EXPENSES	**502,269**	**723,272**	**569,162**	**608,744**	**549,534**	**584,166**	**630,284**	**625,045**	**572,082**	**483,228**	**537,406**	**879,275**	**7,264,467**	**-**
Operating Cash Inflow (Outflow)	**(491,579)**	**26,944**	**80,135**	**269,255**	**146,542**	**120,889**	**70,440**	**92,272**	**136,596**	**190,057**	**(495,104)**	**38,020**	**184,467**	**-**
Accounts Receivable	20,398	73,226	(110,979)	-	61,933	(8,531)	-	-	(25,000)	-	-	8,531		
Other Current Assets	37,868	-	-	-	-	-	-	-	-	-	-	-		
Fixed Assets	-	-	-	-	-	994	166	166	166	166	166	166		
Accounts Payable	(14,149)	(47,973)	48,622	7,215	(60,086)	(4,731)	118,761	(120,580)	(1,398)	-	-	-		
Other Current Liabilities	(18,419)	(16,292)	(26,016)	7,581	18,913	12,330	(30,278)	(6,106)	741	(8,207)	-	-		
Loans Payable (Current)	-	120,000	-	-	(120,000)	-	-	-	-	-	-	-		
Loans Payable (Long-Term)	(5,394)	(5,369)	(5,403)	(5,494)	(5,472)	(5,562)	(5,543)	(5,578)	(5,767)	(5,650)	(5,735)	(5,723)		
Ending Cash	**262,608**	**413,145**	**399,504**	**678,060**	**719,890**	**835,280**	**988,827**	**949,001**	**1,054,340**	**1,230,706**	**730,032**	**771,027**		
Days Cash on Hand	13	21	20	34	36	42	50	48	53	62	37	39		

Memphis Merit Academy

Balance Sheet

As of Mar FY2026

	Jun FY25	Mar FY26	Projected Jun FY26
ASSETS			
Cash Balance	733,884	1,054,340	771,027
Accounts Receivable	365,942	354,894	346,363
Other Current Assets	800,433	762,565	762,565
Fixed Assets	2,652	1,160	663
Other Assets	99,240	99,240	99,240
ROU Assets	2,062,944	2,062,944	2,062,944
TOTAL ASSETS	**4,065,094**	**4,335,143**	**4,042,802**
LIABILITIES & EQUITY			
Accounts Payable	74,319	-	-
Other Current Liabilities	435,453	377,909	369,701
Loans Payable (Long-Term)	2,867,629	2,818,048	2,800,940
Beginning Net Assets	219,539	687,693	687,693
Net Income (Loss) to Date	468,154	451,494	184,467
TOTAL LIABILITIES & EQUITY	**4,065,094**	**4,335,143**	**4,042,802**

Coversheet

FY27 Preliminary Budget Review

Section: II. Review and Approval of Monthly Financials
Item: B. FY27 Preliminary Budget Review
Purpose: Vote
Submitted by:
Related Material: MMA -FY27 Preliminary Budget - 04132026.xlsm

Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. Adobe Reader:

MMA -FY27 Preliminary Budget - 04132026.xlsm

Coversheet

SY 26-27 School Calendar Approval

Section: III. Approvals
Item: A. SY 26-27 School Calendar Approval
Purpose: Vote
Submitted by:
Related Material: 2026-27 Instructional Calendar-MSCS.pdf

Memphis Merit Academy Charter School

2026-27 Instructional Calendar

First Semester- 88 Administrative Days- 1 Staff PD Days -13 Stockpile Days-1				
Date	**Day**	**Event**	**Students**	**Teachers**
July 15-July 30, 2026	**Tuesday - Wednesday** **11** Days	Summer Merit Institute Staff PD	OUT	IN
July 31, 2026	Friday	Administrative Day	OUT	IN
August 3, 2026	K-8 Monday	1st Day of Students 1st Nine Weeks Begin	IN	IN
August 28, 2026	Friday	**Half Day for Students** **7:30-11:30**	IN	IN
September 7, 2026	Monday	Labor Day	OUT	OUT
September 10, 2026	Thursday	Q1 Progress Reports Issued	IN	IN
October 9, 2026	Friday	End of 1st Quarter	IN	IN
October 12-16, 2026	Monday - Friday	Fall Break	OUT	OUT
October 19, 2026	Monday	**Stockpile Day** **Professional Development** **State of the School & Data Informed Lessons**	OUT	IN
October 21, 2026	Tuesday	2nd Quarter Begins	IN	IN

Memphis Merit Academy Charter School

2026-27 Instructional Calendar

October 22, 2026	Thursday	Q1 Report Cards Issued *Parent Teacher Conferences 4-7*	IN	IN
November 11, 2026	Wednesday	Veterans Day Observation	OUT	OUT
November 20, 2026	Friday	Q2 Progress Reports Issued	IN	IN
November 23-27, 2026	Monday-Friday	Thanksgiving Holiday	OUT	OUT
December 18, 2026	Friday	Last Day of Semester **2nd Quarter Ends** Half day for students 7:30-11:30	IN	IN
December 21-January 1, 2027	Monday - Friday	Winter Break Holiday Students (12/21-1/4)	OUT	OUT
Second Semester- 92 Administrative Days- 3 Staff PD Days -3 Stockpile Days-4				
January 4, 2027	Monday	**Administrative Day** Curriculum Data Dig	OUT	IN
January 5, 2027	Tuesday	Students return 1st Day of Second Semester 3rd Quarter Begins	IN	IN
January 14, 2027	Tuesday	Q2 Report Cards Issued *Parent Teacher Conferences*	IN	IN

Memphis Merit Academy Charter School

2026-27 Instructional Calendar

		4-7		
January 18, 2027	Monday	MLK Day/No School	OUT	OUT
February 15, 2027	Monday	**Stockpile Day** President's Day **Professional Development**	OUT	IN
March 12, 2027	Friday	End of 3rd Quarter	IN	IN
March 15-19, 2027	Monday -Friday	Spring Break I	OUT	OUT
March 22, 2027	Tuesday	Beginning of 4th Quarter	IN	IN
March 26, 2027	Friday	Spring Break II Good Friday	OUT	OUT
March 29, 2027	Monday	**Stockpile Day** **Professional Development**	OUT	IN
April 7, 2027	Wednesday	Q3 Report Cards Issued	IN	IN
		Parent Teacher Conferences *4-7*		
April 12, 2027- April 23, 2027	Monday -Friday	**TCAP STATE TESTING**	IN	IN
April 21, 2027	Thursday	Q4 Progress Reports Issued	IN	IN
April 30, 2027	Friday	**Stockpile Day** **Professional Development**	OUT	IN
May 3- May 7, 2026	Monday -Friday	**iReady Screener**		
May 20, 2026	Thursday	Last Day for Scholars	IN	IN

Memphis Merit Academy Charter School

2026-27 Instructional Calendar

		End of 4th Quarter Last Day of Semester		
May 21, 2026	Friday	**Stockpile Day** **Professional Development** Curriculum Data Dig	OUT	IN
May 24, 2026	Monday	Memorial Day/ No School	OUT	OUT
May 25-26, 2026	Wednesday	Administrative Days **Last Day for Staff**	OUT	IN

Memphis Merit Academy Charter School

2026-27 Instructional Calendar

Grading Periods	Staff PD Days, Administrative Days, and Stockpile Days
Aug 3rd - Oct. 10th (50 Instructional Days) **Oct. 20th -Dec. 18th** (39 Instructional Days) **Jan. 5th -March 12th** (46 Instructional Days) **March 22nd – May 20th** (45 Instructional Days)	July 15th -July 30th – MERIT Institute (Professional Development Days) July 27th - 28th – Administrative Days October 20th - Stockpile PD Day January 4th -Administrative Day Feb. 15th - Stockpile PD Day March 29th - Stockpile PD Day April 30th - Stockpile PD Day May 21st - Stockpile PD Day May 25th- May 26th - Administrative Days

Memphis Merit Academy Charter School

2026-27 Instructional Calendar

Total Instructional + PD Days+ Admin Days **175** Instructional Days + **16** Professional Development Days (MERIT Institute & Staff PD Days) + **4** Administrative Days + **5** Stockpile PD Days = **201 Staff Days** **29** Teacher Vacation Days ***Labor Day (1), Fall Break (5), Veteran's Day(1), Thanksgiving Break (5), Christmas Break(10), MLK Day(1), Spring Break I (5), and Spring Break II(1).	**Promotion in Doubt Meeting** By February 1, 2026 **Progress Reports Issued** 1st Quarter -Sept. 1st 2nd Quarter- Nov. 19th 3rd Quarter- Feb. 12th 4th Quarter- April 21st **Report Cards Issued/Parent Teacher Conferences (PM Sessions)** Quarter 1- October 23rd Quarter 2- January 14th Quarter 3- March 25th *Parent Teacher Conferences: 4-7pm **Inclement Weather Policy:** Memphis Merit Academy Charter School will follow the same inclement weather policy as MSCS.

Coversheet

CKLA (Grades K-4)

Section:	III. Approvals
Item:	C. CKLA (Grades K-4)
Purpose:	Vote
Submitted by:	
Related Material:	Updated 4.10.26 Memphis Merit Acad Charter Sch CKLA 1yr (1).pdf

Amplify.

Price Quote

Amplify

55 Washington Street, Suite 800
Brooklyn, NY 11201
Phone: (800) 823-1969
Fax: (646) 403-4700

Quote #:	Q-751752-1
PQ #:	PQ 260402-518747
Date:	4/10/2026
Expires On:	5/10/2026
Delivery Service Level:	Standard

Customer Contact Information
Tasia Mitchum
Memphis Merit Acad Charter Sch
901-617-3690
tmitchum@memphismeritacademy.org

Amplify Contact Information
Raechel Moayer
Account Executive
rmoayer@amplify.com

Kindergarten

PRODUCT	ISBN	QUANTITY	PRICE	TOTAL PRICE
CKLA 2nd Edition GK Complete Classroom Kit	978-1-68391-109-8	4.00	$4,318.92	$17,275.68
Amplify CKLA 2nd Edition GK Skills & Knowledge Activity Books, All Units and Domains (25 of each) - 1yr (2026-2027)	978-1-68391-102-9	4.00	$1,026.00	$4,104.00
TOTAL				$21,379.68

Grade 1

PRODUCT	ISBN	QUANTITY	PRICE	TOTAL PRICE
CKLA 2nd Edition G1 Complete Classroom Kit	978-1-68391-112-8	4.00	$3,778.92	$15,115.68
Amplify CKLA 2nd Edition G1 Skills & Knowledge Activity Books, All Units and Domains (25 of each) - 1yr (2026-2027)	978-1-68391-103-6	4.00	$1,026.00	$4,104.00
TOTAL				$19,219.68

Grade 2

PRODUCT	ISBN	QUANTITY	PRICE	TOTAL PRICE
CKLA 2nd Edition G2 Complete Classroom Kit	978-1-68391-115-9	4.00	$4,210.92	$16,843.68

PRODUCT	ISBN	QUANTITY	PRICE	TOTAL PRICE
CKLA 2nd Edition G2 Skills & Knowledge Activity Books, All Units and Domains (25 of each) - 1yr (2026-2027)	978-1-68391-104-3	4.00	$1,026.00	$4,104.00
TOTAL				$20,947.68

Grade 3

PRODUCT	ISBN	QUANTITY	PRICE	TOTAL PRICE
CKLA 2nd Edition G3 Activity Books, All Units (1 of each) - 1yr (2026-2027)	978-1-942010-41-8	20.00	$46.44	$928.80
CKLA 2nd Edition G3 Classroom Kit	978-1-68391-118-0	2.00	$3,238.92	$6,477.84
Amplify CKLA 2nd Edition G3 Activity Books, All Units (25 of each) - 1yr (2026-2027)	978-1-68161-838-8	2.00	$1,026.00	$2,052.00
TOTAL				$9,458.64

Grade 4

PRODUCT	ISBN	QUANTITY	PRICE	TOTAL PRICE
Amplify CKLA 2nd Ed G4 Consumable Set - 1yr (2026-2027)	978-1-942010-43-2	20.00	$46.44	$928.80
Amplify CKLA 2nd Edition G4 Classroom Kit	978-1-68391-119-7	2.00	$2,698.92	$5,397.84
Amplify CKLA 2nd Edition G4 Activity Books, All Units (25 of each) - 1yr (2026-2027)	978-1-68161-839-5	2.00	$1,026.00	$2,052.00
TOTAL				$8,378.64

GRAND TOTAL $79,384.32

Scope and Duration

Payment Terms:

- This Price Quote (including all pricing and other terms) is valid through Quote Expiration Date stated above.
- Payment terms: net 30 days.
- Prices do not include sales tax, if applicable.
- Pricing terms in the Price Quote are based on the scope of purchase and other terms herein.
- The Federal Tax ID # for Amplify Education, Inc. is 13-4125483. A copy of Amplify's W-9 can be found at: http://www.amplify.com/w-9.pdf

License and Services Term:

- Licenses: 07/01/2026 until 06/30/2027.
- Professional Development (PD) Services:
  - For purchases made on or before 12/31/25, unless otherwise stated above, PD Services expire 18 months from the order date. Any unused PD Services after 18 months will be forfeited.
  - For purchases on or after 1/1/26, please visit http://amplify.com/pd-expirationterms for information about the term for PD Services and when they expire, unless otherwise outlined herein.
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- FOR SERVICES:
  - Training and professional development sessions cancelled with less than one week notice will be deemed delivered.

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- **Online:** service.amplify.com/submit-a-po
- **Email:** IncomingPO@amplify.com
- **Fax:** (646) 403-4700

Required with your Purchase Order:

- Copy of your Price Quote
- Tax-Exemption Certificate (if applicable)

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- **ACH/Wire:** Visit service.amplify.com/make-a-payment for Amplify banking details
- **Check:**

  Amplify Education, Inc.
  P.O. Box 392294
  Pittsburgh, PA 15251-9294

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7. Shipments. Unless otherwise specified on the Quote, physical Products will be shipped FOB origin in the US (Incoterms 2010 EXW outside of the US) and are deemed accepted by Customer upon receipt. Upon acceptance of such Products, orders are non-refundable, non-returnable, and non-exchangeable, except in the case of defective or missing materials reported to Amplify by Customer within 60 days of receipt. In such case, Customer may not return Products without Amplify's written authorization.

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15.
Miscellaneous. This Agreement may not be modified except in writing signed by both parties. All defined terms in this Agreement will apply to their singular and plural forms, as applicable. The word "including" means "including without limitation." For United States-based Customers, this Agreement will be governed by and construed and enforced in accordance with the laws of the U.S., state, commonwealth, or territory in which Customer resides based on the address set forth in the Quote, without regard to that state's, commonwealth's, or territory's choice of law rules. For Customers based outside of the United States, this Agreement will be governed by the laws of the U.S., state of New York, without giving effect to the choice of law rules thereof. This Agreement will be binding upon and inure to the benefit of the parties and their respective successors and assigns. The parties expressly understand and agree that their relationship is that of independent contractors. Nothing in this Agreement will constitute one party as an employee, agent, joint venture partner, or servant of another. Each party is solely responsible for all of its employees and agents and its labor costs and expenses arising in connection herewith. Neither this Agreement nor any of the rights, interests or obligations hereunder may be assigned or delegated by Customer or any Authorized School User without the prior written consent of Amplify. If one or more of the provisions contained in this Agreement will for any reason be held to be unenforceable at law, such provisions will be construed by the appropriate judicial body to limit or reduce such provision or provisions so as to be enforceable to the maximum extent compatible with applicable law. Amplify will have no liability to Customer or to third parties for any failure or delay in performing any obligation under this Agreement due to circumstances beyond its reasonable control, including acts of God or nature, fire, earthquake, flood, epidemic, pandemic, strikes, labor stoppages or slowdowns, civil disturbances or terrorism, national or regional emergencies, supply shortages or

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We are delighted to work with you and we thank you for your order!

Amplify Education, Inc. - Confidential Information

Coversheet

Wit & Wisdom (Grades 5-8) 3 Years

Section: III. Approvals
Item: D. Wit & Wisdom (Grades 5-8) 3 Years
Purpose: Vote
Submitted by:
Related Material:
Memphis Merit Academy-2026-WW Print 5-8-1YR_Thursday, April 02, 2026 1015 AM.pdf
Memphis Merit Academy-2026-WW Print Gr 5-8-Yrs 2&3_Thursday, April 02, 2026 1017 AM.pdf

GREAT MINDS

every child is capable of greatness

Great Minds Quote

Date	April 2, 2026	Quote Number	00542539
Expiration Date	June 28, 2026		
Prepared By	Jonesha Cauthen	Contact Name	Lakenna Booker
Email	jonesha.cauthen@greatminds.org	Phone	(901) 617-3690
		Email	lbooker@memphismeritacademy.org
Bill to Name	Memphis Merit Academy	Ship to Name	Memphis Merit Academy
Bill To	4075 American Way Memphis, TN 38118	Ship To	4075 American Way Memphis, TN 38118
		End User	Memphis Merit Academy

Make Payment to:
Great Minds PBC Tax ID: 84-3785772
Mail payment to:
Great Minds PBC
P.O. Box 200283
Pittsburgh, PA 15251-0283

Phone: 202.223.1854
Email: ordertracking@greatminds.org

Wire/ACH Silicon Valley Bank **Beneficiary: Great Minds PBC**
ABA #121140399 – Account #3303446795 Intl: SWIFT SVBKUS6S
Please email all remittance information to payments@greatminds.org.

Core Text - Print	ISBN	Quantity	List Price	Discounts	Total Price
Grade 5					
Grade 5 Module 1 Thunder Rolling in the Mountains	9780547406282	67.00	$7.99	15.00%	$455.03
GRADE 5 MODULE 2 THE PHANTOM TOLLBOOTH	9780394820378	67.00	$8.99	15.00%	$511.98
Grade 5 Module 3 The Boys' War	9780395664124	35.00	$12.99	15.00%	$386.45
Grade 5 Module 3 The River Between Us	9780142403105	67.00	$8.99	15.00%	$511.98
GRADE 5 MODULE 4 WE ARE THE SHIP: THE STORY OF NEGRO LEAGUE	9780786808328	67.00	$20.99	15.00%	$1,195.38

Core Text - Print	ISBN	Quantity	List Price	Discounts	Total Price
Grade 6					
Grade 6 Module 1 Bud, Not Buddy	9780553494105	67.00	$8.99	15.00%	$511.98
Grade 6 Module 1 Out of the Dust	9780590371254	67.00	$7.99	15.00%	$455.03
Grade 6 Module 2 Ramayana	9780811871075	67.00	$35.00	15.00%	$1,993.25
GRADE 6 MODULE 3 BLOOD ON THE RIVER: JAMES TOWN, 1607	9780142409329	67.00	$8.99	15.00%	$511.98
Grade 6 Module 4 I Am Malala: How One Girl Stood Up...	9780316327916	67.00	$10.99	15.00%	$625.88
GRADE 6 MODULE 4 SHIPWRECK AT THE BOTTOM OF THE WORLD: THE E	9780375810497	67.00	$13.99	15.00%	$796.73
The Odyssey (2012, Hardcover)	9780763647919	67.00	$21.99	15.00%	$1,252.33
Written in Bone: Buried Lives of Jamestown and Colonial Maryland (2009, Hardcover)	9780822571353	35.00	$22.99	15.00%	$683.95
Grade 7					
GRADE 7 MODULE 1 CASTLE DIARY THE JOURNAL OF TOBIAS BURGESS	9780763621643	67.00	$7.99	15.00%	$455.03
GRADE 7 MODULE 1 THE CANTERBURY TALES	9780140380538	67.00	$6.99	15.00%	$398.08
Grade 7 Module 1 The Midwife's Apprentice	9781328631121	67.00	$7.99	15.00%	$455.03
GRADE 7 MODULE 2 CODE TALKER	9780142405963	67.00	$10.99	15.00%	$625.88
Grade 7 Module 2 Farewell to Manzanar	9781328742117	67.00	$10.99	15.00%	$625.88
Grade 7 Module 3 Animal Farm	9780451526342	67.00	$9.99	15.00%	$568.93
Grade 7 Module 4 An American Plague: The True and Terrifying Story...	9780395776087	35.00	$21.99	15.00%	$654.20
Grade 7 Module 4 Fever 1793	9780689848919	67.00	$8.99	15.00%	$511.98
Grade 8					
GRADE 8 MODULE 1 THE CROSSOVER	9780544935204	67.00	$10.99	15.00%	$625.88
GRADE 8 MODULE 2 ALL QUIET ON THE WESTERN FRONT	9780449213940	67.00	$7.99	15.00%	$455.03

Core Text - Print	ISBN	Quantity	List Price	Discounts	Total Price
GRADE 8 MODULE 3 A MIDSUMMER NIGHT'S DREAM	9780743477543	67.00	$6.99	15.00%	$398.08
Grade 8 Module 4 Claudette Colvin: Twice Toward Justice	9780312661052	67.00	$12.99	15.00%	$739.78

Wit and Wisdom - Kit	ISBN	Quantity	List Price	Discounts	Total Price
Grade 5					
Wit & Wisdom 2023 Grade 5 Assessment Pack Set (Modules 1-4)	979-8-88588-766-3	2.00	$258.46	15.00%	$439.38
Wit & Wisdom 2023 Grade 5 Student Edition Set (Modules 1-4)	979-8-88588-761-8	65.00	$21.61	15.00%	$1,193.95
Wit & Wisdom 2023 Grade 5 Teacher Edition Print Bundle	979-8-88811-373-8	2.00	$225.47	15.00%	$383.30
Grade 6					
Wit & Wisdom 2023 Grade 6 Assessment Pack Set (Modules 1-4)	979-8-88588-777-9	2.00	$258.46	15.00%	$439.38
Wit & Wisdom 2023 Grade 6 Student Edition Set (Modules 1-4)	979-8-88588-772-4	65.00	$21.61	15.00%	$1,193.95
Wit & Wisdom 2023 Grade 6 Teacher Edition Print Bundle (with Prologue)	979-8-88811-374-5	2.00	$235.57	15.00%	$400.47
Grade 7					
Wit & Wisdom 2023 Grade 7 Assessment Pack Set (Modules 1-4)	979-8-88588-788-5	2.00	$258.46	15.00%	$439.38
Wit & Wisdom 2023 Grade 7 Student Edition Set (Modules 1-4)	979-8-88588-783-0	65.00	$21.61	15.00%	$1,193.95
Wit & Wisdom 2023 Grade 7 Teacher Edition Print Bundle (with Prologue)	979-8-88811-375-2	2.00	$235.57	15.00%	$400.47
Grade 8					
Wit & Wisdom 2023 Grade 8 Assessment Pack Set (Modules 1-4)	979-8-88588-799-1	2.00	$258.46	15.00%	$439.38
Wit & Wisdom 2023 Grade 8 Student Edition Set (Modules 1-4)	979-8-88588-794-6	65.00	$21.61	15.00%	$1,193.95
Wit & Wisdom 2023 Grade 8 Teacher Edition Print Bundle (with Prologue)	979-8-88811-376-9	2.00	$235.57	15.00%	$400.47

Kit	$9,550.64
Print	$19,300.88
Solution Subtotal	$28,851.52
Discount	($4,327.73)
Shipping and Handling	$2,740.89
***Pre-Tax Solution Total**	***$27,264.69***
Estimated Sales Tax	$0.00
Estimated S&H Tax	$0.00
Total Solution:	**$27,264.69**

This Quote is governed by the Terms and Conditions at https://greatminds.org/customer-quote-terms which are hereby incorporated by reference as if fully set forth herein.

The estimated tax amounts provided in this quote are based on the state and local tax rates applicable at the time of quotation. These rates are subject to change by relevant tax authorities. The final tax amount on the invoice will reflect the applicable rates at the time of invoicing. If Customer is tax-exempt, valid exemption documentation must be provided prior to invoicing in order for the exemption to be applied.

GREAT MINDS

every child is capable of greatness

Great Minds Quote

Date	April 2, 2026	Quote Number	00542712
Expiration Date	June 28, 2026		
Prepared By	Jonesha Cauthen	Contact Name	Lakenna Booker
Email	jonesha.cauthen@greatminds.org	Phone	(901) 617-3690
		Email	lbooker@memphismeritacademy.org
Bill to Name	Lakenna Booker	Ship to Name	Lakenna Booker
Bill To	4075 American Way Memphis, TN 38118	Ship To	4075 American Way Memphis, TN 38118
		End User	Memphis Merit Academy

Make Payment to:
Great Minds PBC Tax ID: 84-3785772
Mail payment to:
Great Minds PBC
P.O. Box 200283
Pittsburgh, PA 15251-0283

Phone: 202.223.1854
Email: ordertracking@greatminds.org

Wire/ACH Silicon Valley Bank **Beneficiary: Great Minds PBC**
ABA #121140399 – Account #3303446795 Intl: SWIFT SVBKUS6S
Please email all remittance information to payments@greatminds.org.

Wit and Wisdom - Kit	ISBN	Quantity	List Price	Discounts	Total Price
Grade 5					
Wit & Wisdom 2023 Grade 5 Assessment Pack Set (Modules 1-4)	979-8-88588-766-3	4.00	$258.46	15.00%	$878.76
Wit & Wisdom 2023 Grade 5 Student Edition Set (Modules 1-4)	979-8-88588-761-8	130.00	$21.61	15.00%	$2,387.91
Grade 6					
Wit & Wisdom 2023 Grade 6 Assessment Pack Set (Modules 1-4)	979-8-88588-777-9	4.00	$258.46	15.00%	$878.76

Wit and Wisdom - Kit	ISBN	Quantity	List Price	Discounts	Total Price
Wit & Wisdom 2023 Grade 6 Student Edition Set (Modules 1-4)	979-8-88588-772-4	130.00	$21.61	15.00%	$2,387.91
Grade 7					
Wit & Wisdom 2023 Grade 7 Assessment Pack Set (Modules 1-4)	979-8-88588-788-5	4.00	$258.46	15.00%	$878.76
Wit & Wisdom 2023 Grade 7 Student Edition Set (Modules 1-4)	979-8-88588-783-0	130.00	$21.61	15.00%	$2,387.91
Grade 8					
Wit & Wisdom 2023 Grade 8 Assessment Pack Set (Modules 1-4)	979-8-88588-799-1	4.00	$258.46	15.00%	$878.76
Wit & Wisdom 2023 Grade 8 Student Edition Set (Modules 1-4)	979-8-88588-794-6	130.00	$21.61	15.00%	$2,387.91

Kit	$15,372.56
Solution Subtotal	$15,372.56
Discount	($2,305.88)
Shipping and Handling	$1,460.39
***Pre-Tax Solution Total**	***$14,527.07**
Estimated Sales Tax	$0.00
Estimated S&H Tax	$0.00
Total Solution:	**$14,527.07**

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The estimated tax amounts provided in this quote are based on the state and local tax rates applicable at the time of quotation. These rates are subject to change by relevant tax authorities. The final tax amount on the invoice will reflect the applicable rates at the time of invoicing. If Customer is tax-exempt, valid exemption documentation must be provided prior to invoicing in order for the exemption to be applied.

Coversheet

EnVision Math (3 Year)

Section:	III. Approvals
Item:	E. EnVision Math (3 Year)
Purpose:	Vote
Submitted by:	
Related Material:	Memphis Merit Acad Charter Sch - enVision Math K-8 (3-year) (1).pdf

SAVVAS LEARNING COMPANY

Memphis Merit Acad Charter Sch
Quote Number Q-223973

15 E Midland Ave St 502
Paramus, NJ, 07652-2938

LaToya Chitman
Math Instructional Coach 25/26
Memphis Merit Acad Charter Sch
4075 American Way
Memphis, TN 38118-2412

Quote Creation Date: 2/25/2026
Quote Expiration Date: 9/30/2026

Memphis Merit Acad Charter Sch - enVision Math K-8 (3-year)
Price Quote Summary

Solution	Base Amount	Free Amount	Total
enVision Math	$38,700.00	$8,235.00	$38,700.00
enVisionmath 6-8	$1,995.00	$2,470.00	$1,995.00
Solution Subtotal:	$40,695.00	$10,705.00	$40,695.00

Shipping and Handling:	$3,765.12
Total:	$44,460.12

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Memphis Merit Acad Charter Sch
Quote Number Q-223973

15 E Midland Ave St 502
Paramus, NJ, 07652-2938

Price Quote Detail

enVision Math

enVision Mathematics Tennessee c2024 Grades K-5 - Grade K

ISBN	Description	Price	Free Qty	Charged Qty	Free Amount	Total Charged
9780134959672	ENVISION MATHEMATICS 2020 TEACHER RESOURCE MASTERS PACKAGE GRADE K	$232.50	4	0	$930.00	$0.00
9781418400637	ENVISION MATHEMATICS 2024 TENNESSEE TEACHER EDITION PACKAGE GRADE K	$675.00	1	3	$675.00	$2,025.00
9798213672060	ENVISION MATHEMATICS 2024 TENNESSEE STUDENT EDITION 3-YEAR SUBSCRIPTION + DIGITAL COURSEWARE 3-YEAR LICENSE GRADE K	$68.00	0	90	$0.00	$6,120.00
	enVision Mathematics Tennessee c2024 Grades K-5 - Grade K - Subtotal:				$1,605.00	$8,145.00

enVision Mathematics Tennessee c2024 Grades K-5 - Grade 1

ISBN	Description	Price	Free Qty	Charged Qty	Free Amount	Total Charged
9781418400644	ENVISION MATHEMATICS 2024 TENNESSEE TEACHER EDITION PACKAGE GRADE 1	$675.00	1	3	$675.00	$2,025.00
9780134959689	ENVISION MATHEMATICS 2020 TEACHER RESOURCE MASTERS PACKAGE GRADE 1	$232.50	4	0	$930.00	$0.00
9798213672077	ENVISION MATHEMATICS 2024 TENNESSEE STUDENT EDITION 3-YEAR SUBSCRIPTION + DIGITAL COURSEWARE 3-YEAR LICENSE GRADE 1	$68.00	0	90	$0.00	$6,120.00
	enVision Mathematics Tennessee c2024 Grades K-5 - Grade 1 - Subtotal:				$1,605.00	$8,145.00

enVision Mathematics Tennessee c2024 Grades K-5 - Grade 2

ISBN	Description	Price	Free Qty	Charged Qty	Free Amount	Total Charged
9780134959696	ENVISION MATHEMATICS 2020 TEACHER RESOURCE MASTERS PACKAGE GRADE 2	$232.50	4	0	$930.00	$0.00
9798213672084	ENVISION MATHEMATICS 2024 TENNESSEE STUDENT EDITION 3-YEAR SUBSCRIPTION + DIGITAL COURSEWARE 3-YEAR LICENSE GRADE 2	$68.00	0	90	$0.00	$6,120.00
9781418400651	ENVISION MATHEMATICS 2024 TENNESSEE TEACHER EDITION PACKAGE GRADE 2	$675.00	1	3	$675.00	$2,025.00
	enVision Mathematics Tennessee c2024 Grades K-5 - Grade 2 - Subtotal:				$1,605.00	$8,145.00

enVision Mathematics Tennessee c2024 Grades K-5 - Grade 3

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Quote Number Q-223973

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ISBN	Description	Price	Free Qty	Charged Qty	Free Amount	Total Charged
9798213672091	ENVISION MATHEMATICS 2024 TENNESSEE STUDENT EDITION 3-YEAR SUBSCRIPTION + DIGITAL COURSEWARE 3-YEAR LICENSE GRADE 3	$68.00	0	60	$0.00	$4,080.00
9781418400668	ENVISION MATHEMATICS 2024 TENNESSEE TEACHER EDITION PACKAGE GRADE 3	$675.00	1	1	$675.00	$675.00
9780134959702	ENVISION MATHEMATICS 2020 TEACHER RESOURCE MASTERS PACKAGE GRADE 3	$232.50	2	0	$465.00	$0.00
	enVision Mathematics Tennessee c2024 Grades K-5 - Grade 3 - Subtotal:				$1,140.00	$4,755.00

enVision Mathematics Tennessee c2024 Grades K-5 - Grade 4

ISBN	Description	Price	Free Qty	Charged Qty	Free Amount	Total Charged
9781418400675	ENVISION MATHEMATICS 2024 TENNESSEE TEACHER EDITION PACKAGE GRADE 4	$675.00	1	1	$675.00	$675.00
9780134959719	ENVISION MATHEMATICS 2020 TEACHER RESOURCE MASTERS PACKAGE GRADE 4	$232.50	2	0	$465.00	$0.00
9798213672107	ENVISION MATHEMATICS 2024 TENNESSEE STUDENT EDITION 3-YEAR SUBSCRIPTION + DIGITAL COURSEWARE 3-YEAR LICENSE GRADE 4	$68.00	0	60	$0.00	$4,080.00
	enVision Mathematics Tennessee c2024 Grades K-5 - Grade 4 - Subtotal:				$1,140.00	$4,755.00

enVision Mathematics Tennessee c2024 Grades K-5 - Grade 5

ISBN	Description	Price	Free Qty	Charged Qty	Free Amount	Total Charged
9798213672114	ENVISION MATHEMATICS 2024 TENNESSEE STUDENT EDITION 3-YEAR SUBSCRIPTION + DIGITAL COURSEWARE 3-YEAR LICENSE GRADE 5	$68.00	0	60	$0.00	$4,080.00
9780134959726	ENVISION MATHEMATICS 2020 TEACHER RESOURCE MASTERS PACKAGE GRADE 5	$232.50	2	0	$465.00	$0.00
9781418400682	ENVISION MATHEMATICS 2024 TENNESSEE TEACHER EDITION PACKAGE GRADE 5	$675.00	1	1	$675.00	$675.00
	enVision Mathematics Tennessee c2024 Grades K-5 - Grade 5 - Subtotal:				$1,140.00	$4,755.00

enVisionmath 6-8

enVision Mathematics Tennessee (c)2024 Grades 6-8 - Grade 6

ISBN	Description	Price	Free Qty	Charged Qty	Free Amount	Total Charged
9780768583182	ENVISION MATHEMATICS 2021 TEACHER'S RESOURCE MASTERS PACKAGE GRADE 6	$228.00	2	0	$456.00	$0.00
9781418399559	ENVISION MATHEMATICS 2024 TENNESSEE TEACHER EDITION PACKAGE GRADE 6	$665.00	1	1	$665.00	$665.00

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Paramus, NJ, 07652-2938

ISBN	Description	Price	Free Qty	Charged Qty	Free Amount	Total Charged
	enVision Mathematics Tennessee (c)2024 Grades 6-8 - Grade 6 - Subtotal:				$1,121.00	$665.00

enVision Mathematics Tennessee (c)2024 Grades 6-8 - Grade 7

ISBN	Description	Price	Free Qty	Charged Qty	Free Amount	Total Charged
9780768583199	ENVISION MATHEMATICS 2021 TEACHER'S RESOURCE MASTERS PACKAGE GRADE 7	$228.00	2	0	$456.00	$0.00
9781418399566	ENVISION MATHEMATICS 2024 TENNESSEE TEACHER EDITION PACKAGE GRADE 7	$665.00	1	1	$665.00	$665.00
	enVision Mathematics Tennessee (c)2024 Grades 6-8 - Grade 7 - Subtotal:				$1,121.00	$665.00

enVision Mathematics Tennessee (c)2024 Grades 6-8 - Grade 8

ISBN	Description	Price	Free Qty	Charged Qty	Free Amount	Total Charged
9780768583205	ENVISION MATHEMATICS 2021 TEACHER'S RESOURCE MASTERS PACKAGE GRADE 8	$228.00	1	0	$228.00	$0.00
9781418399573	ENVISION MATHEMATICS 2024 TENNESSEE TEACHER EDITION PACKAGE GRADE 8	$665.00	0	1	$0.00	$665.00
	enVision Mathematics Tennessee (c)2024 Grades 6-8 - Grade 8 - Subtotal:				$228.00	$665.00

Solution Subtotal:	**$11,345.00**	**$40,695.00**
Shipping and Handling:		$3,765.12
Total:		$44,460.12

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Optional Products

ISBN	DESCRIPTION	Price	Total Quantity	Base Amount	Total Charged
0000126202	ENVISION MATH 6/8 @2024 IMPLEMENTATION ESSENTIALS PPD	$3,550.00	1	$3,550.00	$3,550.00
0000126220	ENVISION MATH 6/8 2024 PROGRAM ACTIVATION SESSION (3HR) PREPAID	$3,550.00	1	$3,550.00	$3,550.00
0000126204	VIRTUAL ENVISION MATH 6/8 @2024 IMPLEMENTATION ESSENTIALS (3 HRS) PPD	$1,600.00	1	$1,600.00	$1,600.00
0000126222	VIRTUAL ENVISION MATH 6/8 @2024 PROGRAM ACTIVATION PPD	$800.00	1	$800.00	$800.00
9781418269203	ENVISION MATHEMATICS 2021 ADDITIONAL PRACTICE GRADE 6	$20.50	60	$1,230.00	$1,230.00
9780768565782	ENVISION MATHEMATICS 2021 LANGUAGE SUPPORT HANDBOOK GRADE 6	$164.00	2	$328.00	$328.00

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ISBN	DESCRIPTION	Price	Total Quantity	Base Amount	Total Charged
9781418394127	ENVISION MATH 2024 TENNESSEE STANDARDS ASSESSMENT PRACTICE TEACHER'S GUIDE GRADE 6	$28.00	2	$0.00	$0.00
9781418394004	ENVISION MATH 2024 TENNESSEE STANDARDS ASSESSMENT PRACTICE WORKBOOK GRADE 6	$11.00	60	$660.00	$660.00
9781418269210	ENVISION MATHEMATICS 2021 ADDITIONAL PRACTICE GRADE 7	$20.50	60	$1,230.00	$1,230.00
9780768565799	ENVISION MATHEMATICS 2021 LANGUAGE SUPPORT HANDBOOK GRADE 7	$164.00	2	$328.00	$328.00
9781418394134	ENVISION MATH 2024 TENNESSEE STANDARDS ASSESSMENT PRACTICE TEACHER'S GUIDE GRADE 7	$28.00	2	$0.00	$0.00
9781418394011	ENVISION MATH 2024 TENNESSEE STANDARDS ASSESSMENT PRACTICE WORKBOOK GRADE 7	$11.00	60	$660.00	$660.00
9781418269227	ENVISION MATHEMATICS 2021 ADDITIONAL PRACTICE GRADE 8	$20.50	40	$820.00	$820.00
9780768565805	ENVISION MATHEMATICS 2021 LANGUAGE SUPPORT HANDBOOK GRADE 8	$164.00	1	$164.00	$164.00
9781418394141	ENVISION MATH 2024 TENNESSEE STANDARDS ASSESSMENT PRACTICE TEACHER'S GUIDE GRADE 8	$28.00	1	$0.00	$0.00
9781418394028	ENVISION MATH 2024 TENNESSEE STANDARDS ASSESSMENT PRACTICE WORKBOOK GRADE 8	$11.00	40	$440.00	$440.00
9780134953762	ENVISION MATHEMATICS 2020 ADDITIONAL PRACTICE WORKBOOK GRADE 1	$20.50	90	$1,845.00	$1,845.00
9780134959535	ENVISION MATHEMATICS 2020 CLASSROOM MANIPULATIVE KIT GRADE 1	$417.50	4	$1,670.00	$1,670.00
9780134954608	ENVISION MATHEMATICS 2020 LANGUAGE SUPPORT HANDBOOK GRADE 1	$166.00	4	$664.00	$664.00
9780134959597	ENVISION MATHEMATICS 2020 QUICK & EASY CENTER KIT GRADE 1	$294.50	4	$1,178.00	$1,178.00
9780134959917	ENVISION MATHEMATICS 2020 NATIONAL MATH DIAGNOSIS & INTERVENTION SYSTEM PART 1 GRADE K/3	$206.00	4	$824.00	$824.00
9780134953779	ENVISION MATHEMATICS 2020 ADDITIONAL PRACTICE WORKBOOK GRADE 2	$20.50	90	$1,845.00	$1,845.00
9780134959542	ENVISION MATHEMATICS 2020 CLASSROOM MANIPULATIVE KIT GRADE 2	$532.00	4	$2,128.00	$2,128.00
9780134954615	ENVISION MATHEMATICS 2020 LANGUAGE SUPPORT HANDBOOK GRADE 2	$166.00	4	$664.00	$664.00
9780134959610	ENVISION MATHEMATICS 2020 QUICK & EASY CENTER KIT GRADE 2	$294.50	4	$1,178.00	$1,178.00
9780134959917	ENVISION MATHEMATICS 2020 NATIONAL MATH DIAGNOSIS & INTERVENTION SYSTEM PART 1 GRADE K/3	$206.00	4	$824.00	$824.00
9780134953786	ENVISION MATHEMATICS 2020 ADDITIONAL PRACTICE WORKBOOK GRADE 3	$20.50	60	$1,230.00	$1,230.00
9780134959559	ENVISION MATHEMATICS 2020 CLASSROOM MANIPULATIVE KIT GRADE 3	$378.50	2	$757.00	$757.00
9780134954622	ENVISION MATHEMATICS 2020 LANGUAGE SUPPORT HANDBOOK GRADE 3	$166.00	2	$332.00	$332.00
9780134959627	ENVISION MATHEMATICS 2020 QUICK & EASY CENTER KIT GRADE 3	$294.50	2	$589.00	$589.00
9781418394820	ENVISION MATH 2024 TENNESSEE STANDARDS ASSESSMENT PRACTICE TEACHER'S GUIDE GRADE 3	$28.00	2	$0.00	$0.00
9781418394851	ENVISION MATH 2024 TENNESSEE STANDARDS ASSESSMENT PRACTICE WORKBOOK GRADE 3	$11.00	60	$660.00	$660.00

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Memphis Merit Acad Charter Sch
Quote Number Q-223973

15 E Midland Ave St 502
Paramus, NJ, 07652-2938

ISBN	DESCRIPTION	Price	Total Quantity	Base Amount	Total Charged
9780134959917	ENVISION MATHEMATICS 2020 NATIONAL MATH DIAGNOSIS & INTERVENTION SYSTEM PART 1 GRADE K/3	$206.00	2	$412.00	$412.00
9780134953793	ENVISION MATHEMATICS 2020 ADDITIONAL PRACTICE WORKBOOK GRADE 4	$20.50	60	$1,230.00	$1,230.00
9780134959566	ENVISION MATHEMATICS 2020 CLASSROOM MANIPULATIVE KIT GRADE 4	$301.50	2	$603.00	$603.00
9780134954639	ENVISION MATHEMATICS 2020 LANGUAGE SUPPORT HANDBOOK GRADE 4	$166.00	2	$332.00	$332.00
9780134959924	ENVISION MATHEMATICS 2020 NATIONAL MATH DIAGNOSIS & INTERVENTION SYSTEM PART 2 GRADE 4/6	$206.00	2	$412.00	$412.00
9780134959634	ENVISION MATHEMATICS 2020 QUICK & EASY CENTER KIT GRADE 4	$294.50	2	$589.00	$589.00
9781418394837	ENVISION MATH 2024 TENNESSEE STANDARDS ASSESSMENT PRACTICE TEACHER'S GUIDE GRADE 4	$28.00	2	$0.00	$0.00
9781418394868	ENVISION MATH 2024 TENNESSEE STANDARDS ASSESSMENT PRACTICE WORKBOOK GRADE 4	$11.00	60	$660.00	$660.00
9780134959924	ENVISION MATHEMATICS 2020 NATIONAL MATH DIAGNOSIS & INTERVENTION SYSTEM PART 2 GRADE 4/6	$206.00	2	$412.00	$412.00
9780134953809	ENVISION MATHEMATICS 2020 ADDITIONAL PRACTICE WORKBOOK GRADE 5	$20.50	60	$1,230.00	$1,230.00
9780134959573	ENVISION MATHEMATICS 2020 CLASSROOM MANIPULATIVE KIT GRADE 5	$264.00	2	$528.00	$528.00
9780134954646	ENVISION MATHEMATICS 2020 LANGUAGE SUPPORT HANDBOOK GRADE 5	$166.00	2	$0.00	$0.00
9780134959641	ENVISION MATHEMATICS 2020 QUICK & EASY CENTER KIT GRADE 5	$294.50	2	$589.00	$589.00
9781418394844	ENVISION MATH 2024 TENNESSEE STANDARDS ASSESSMENT PRACTICE TEACHER'S GUIDE GRADE 5	$28.00	2	$0.00	$0.00
9781418394875	ENVISION MATH 2024 TENNESSEE STANDARDS ASSESSMENT PRACTICE WORKBOOK GRADE 5	$11.00	60	$660.00	$660.00
9780134953748	ENVISION MATHEMATICS 2020 ADDITIONAL PRACTICE WORKBOOK GRADE K	$20.50	90	$1,845.00	$1,845.00
9780134959528	ENVISION MATHEMATICS 2020 CLASSROOM MANIPULATIVE KIT GRADE K	$390.00	4	$1,560.00	$1,560.00
9780134954592	ENVISION MATHEMATICS 2020 LANGUAGE SUPPORT HANDBOOK GRADE K	$166.00	4	$664.00	$664.00
9780134959917	ENVISION MATHEMATICS 2020 NATIONAL MATH DIAGNOSIS & INTERVENTION SYSTEM PART 1 GRADE K/3	$206.00	4	$824.00	$824.00
9780134959580	ENVISION MATHEMATICS 2020 QUICK & EASY CENTER KIT GRADE K	$294.50	4	$1,178.00	$1,178.00
0000126184	ENVISION MATH K/5 @2024 IMPLEMENTATION ESSENTIALS PPD	$3,550.00	1	$3,550.00	$3,550.00
0000126167	ENVISION MATH K/5 2024 PROGRAM ACTIVATION SESSION (3HR) PREPAID	$3,550.00	1	$3,550.00	$3,550.00
0000126186	VIRTUAL ENVISION MATH K/5 @2024 IMPLEMENTATION ESSENTIALS (3 HRS) PPD	$1,600.00	1	$1,600.00	$1,600.00
0000126169	VIRTUAL ENVISION MATH K/5 @2024 PROGRAM ACTIVATION PPD	$800.00	1	$800.00	$800.00
9781428541931	ENVISION MATHEMATICS 2024 CLASSROOM MANIPULATIVE KIT GRADE 6	$121.00	2	$242.00	$242.00
9781428541948	ENVISION MATHEMATICS 2024 CLASSROOM MANIPULATIVE KIT GRADE 7	$157.50	2	$315.00	$315.00

DRAFT

SAVVAS LEARNING COMPANY

Memphis Merit Acad Charter Sch
Quote Number Q-223973

15 E Midland Ave St 502
Paramus, NJ, 07652-2938

ISBN	DESCRIPTION	Price	Total Quantity	Base Amount	Total Charged
9781428541955	ENVISION MATHEMATICS 2024 CLASSROOM MANIPULATIVE KIT GRADE 8	$123.00	2	$246.00	$246.00

DRAFT

SAVVAS LEARNING COMPANY

Memphis Merit Acad Charter Sch
Quote Number Q-223973

15 E Midland Ave St 502
Paramus, NJ, 07652-2938

Savvas Learning Company LLC Terms and Conditions

To place your order please submit a copy of this price quote with your Purchase Order, include the Quote Number on your Purchase Order, and include any other required documentation. You may send the order documents using an electronic form or by mail. Please submit your PO and price quote via one of the following methods:

Online:
https://support.savvas.com/support/s/customerserviceus
Mail: PO Box 6820, Chandler, AZ 85246

Savvas does not accept Credit Card information via postal mail, facsimile, or email. Credit Card information will only be accepted via phone, eCommerce, or my Savvas Orders. For questions regarding your order please call Customer Service: 1-800-848-9500.

Price quote: This is a price quote for the customer's convenience only, and not an offer to contract. All quotes are subject to review and final acceptance by an authorized representative of Savvas at its offices. Savvas reserves the right to correct typographical, computational or other errors. Savvas' standard payment terms are net 30 days unless otherwise specified. All pricing is in US Dollars unless otherwise specified. Pricing calculations use multiple decimal places to determine the most accurate extended pricing but are represented in standard currency format.

Shipping & handling charges (where applicable) are shown on the quote. S&H rates quoted are for standard ground transportation and may not reflect account contracted rates. If expedited shipping is requested, actual charges may be higher. For orders picked up at the Savvas warehouse by the customer or a third party carrier contracted by the customer, a 2% handling charge will be applied to shippable items. The 2% charge will appear on the customer proposal and invoice as a S&H charge.

Taxes: All pricing in this quote is exclusive of any applicable sales, use or other similar taxes or duties. The customer is responsible for any such taxes or duties that may apply; if the customer is tax exempt, evidence of such tax exemption must be provided. Estimated tax may be provided solely for customer convenience. The amount indicated is only an estimate and is intended to be helpful for budgeting purposes. The actual amount of sales tax assessed at the time of invoicing may be more or less.

Platforms: Savvas, and any third party for which Savvas serves as the sales agent or distributor, reserve the right to change and/or update technology platforms, including possible edition updates to customers during the term of access. Customers will be notified of any change prior to the beginning of the new school year.

Damaged & Defective Products: If a print product, or the print component of a blended (print & digital) product, is received in damaged or defective condition, Savvas will issue a credit or replacement at no charge to the customer if the customer promptly (no later than 120 days) returns the damaged or defective product. Customers must report missing product immediately upon receipt.

Return Policy: Returns (other than damaged or defective products) are subject to the following conditions: (a) materials must be returned to Savvas at the customer's expense in new, unused condition, suitable for resale by Savvas (note that any barcoding, stickering, stamping or similar marking on any print materials renders them unsuitable for resale); (b) materials must be returned within six (6) months from the date of purchase; (c) the customer must obtain a Return Materials Authorization ("RMA") from Savvas prior to returning the materials, and must ship the materials back to Savvas within thirty days of receiving the RMA; (d) all materials sold in a set or package must be returned complete as originally sold; and (e) any materials provided by Savvas to the customer on a no-charge basis in consideration of the customer's purchase must be returned in proportion to the purchased materials that are being returned for a credit. A restocking fee of 3% may be applied to credits over $1,000. Savvas' return policy does not apply to science lab kits or trade publication novels, which are sold on a non-returnable basis.

Consumable Worktexts: Subsequent year consumable worktexts will ship each year on the anniversary of the original order date for the duration of their license. Worktexts will ship to the location listed on the original order. Quantities for each grade level and title will remain consistent each year. Changes to quantities of titles previously ordered, shipping location changes, or any other changes to consumable worktext shipments must be made 4 weeks prior to shipment date. (the anniversary of the original order date unless changed). Changes can be made on the Subscription Worktext Site: https://worktext-subscriptions.savvas.com

Annual subscriptions for iLit and Successmaker Only: Savvas' iLit and Successmaker products (and no others) automatically renew on the anniversary date of the original purchase and will be invoiced accordingly unless otherwise specified. If you wish to cancel, please let us know in writing prior to the date of renewal by completing the customer service request form which you can access here:
https://support.savvas.com/support/s/customer-service-support-form

Technical support services are included with purchase of Savvas digital products. **Online help:**
https://support.savvas.com/support/s/k12-curriculum-support-form
phone: 1-800-848-9500

Professional Services: All paid services must be delivered within twelve (12) months of the order date of those services. Any unused services expire at the end of such twelve (12) month period, unless otherwise specified in contract terms. Any cancellation made with less than 72 hours' notice will result in a cancellation fee equal to the full price of the event. MySavvasTraining is included with purchase of products
https://mysavvastraining.com

DRAFT

Coversheet

McGraw Hill - Science, Social Studies, and Spanish

Section:	III. Approvals
Item:	F. McGraw Hill - Science, Social Studies, and Spanish
Purpose:	Vote
Submitted by:	
Related Material:	MEMPHIS MERIT ACADEMY COMBINED 4.15.26.pdf

Because learning changes everything.®

QUOTE PREPARED FOR:

MEMPHIS MERIT ACADEMY
4075 American Way
MEMPHIS, TN 38118
ACCOUNT NUMBER: 13626731

SUBSCRIPTION/DIGITAL CONTACT:

Tasia Mitchum
tmitchum@memphismeritacademy.org

CONTACT:

Tasia Mitchum
tmitchum@memphismeritacademy.org

SALES REP INFORMATION:

Jaclyn Johnson
jaclyn.johnson@mheducation.com

Section Summary	Value of All Materials	Free Materials	Product Subtotal
TN Science © 2026 1 Year Grade 3	$3,312.12	($1,012.62)	$2,299.50
TN Science © 2026 1 Year Grade 4	$3,312.12	($1,012.62)	$2,299.50
TN Science © 2026 1 Year Grade 5	$3,312.12	($1,012.62)	$2,299.50
TN Science © 2026 1 year Grade 6	$8,918.70	($548.70)	$8,370.00
TN Science © 2026 1 Year Grade 7	$5,198.70	($548.70)	$4,650.00
TN Science © 2026 1 Year Grade 8	$5,198.70	($548.70)	$4,650.00
Tennessee World History and Geography: The Middle Ages to the 1700's © 2020 - Grade 7	$2,472.00	($462.00)	$2,010.00
Tennessee United States History and Geography: Colonization to Reconstruction © 2020 - Grade 8	$5,487.00	($462.00)	$5,025.00
¡Así se dice! Level 1 © 2024	$3,612.21	($132.51)	$3,479.70
PRODUCT TOTAL*	$40,823.67	($5,740.47)	$35,083.20
ESTIMATED S&H**			$2,806.66
ESTIMATED TAX**			$0.00
GRAND TOTAL*			$37,889.86

* Price firm for 120 days from quote date. Price quote must be attached to school purchase order to receive the quoted price and free materials.

**Shipping and handling charges shown are only estimates. Actual shipping and handling charges will be applied at time of order. Taxes shown are only estimates. If applicable, actual tax charges will be applied at time of order.

Comments:

PLEASE INCLUDE THIS PROPOSAL WITH YOUR PURCHASE ORDER

SEND ORDER TO: McGraw Hill LLC |
Email: orders_mhe@mheducation.com | Phone: | Fax:

QUOTE DATE: 04/15/2026 ACCOUNT NAME: MEMPHIS MERIT ACADEMY EXPIRATION DATE:08/13/2026
QUOTE NUMBER: SSAMA99-04152026084908-001 ACCOUNT #: 13626731 PAGE #: 1

Because learning changes everything.®

Product Description	ISBN	Qty	Unit Price	Free Materials	Line Subtotal
TN Science © 2026 1 Year Grade 3					
TN SCIENCE GRADE 3 COMPREHENSIVE STUDENT BUNDLE 1 YEAR SUBSCRIPTION	978-1-26-529558-5	70	$32.85	$0.00	$2,299.50
TN SCIENCE GRADE 3 UNIFORM TEACHER RESOURCE BUNDLE 1 YEAR SUBSCRIPTION	978-1-26-680951-4	2	$506.31	$1,012.62	*Free Materials
		TN Science © 2026 1 Year Grade 3 Subtotal:		**$1,012.62**	**$2,299.50**
TN Science © 2026 1 Year Grade 4					
TN SCIENCE GRADE 4 COMPREHENSIVE STUDENT BUNDLE 1 YEAR SUBSCRIPTION	978-1-26-529993-4	70	$32.85	$0.00	$2,299.50
TN SCIENCE GRADE 4 UNIFORM TEACHER RESOURCE BUNDLE 1 YEAR SUBSCRIPTION	978-1-26-681177-7	2	$506.31	$1,012.62	*Free Materials
		TN Science © 2026 1 Year Grade 4 Subtotal:		**$1,012.62**	**$2,299.50**
TN Science © 2026 1 Year Grade 5					
TN SCIENCE GRADE 5 COMPREHENSIVE STUDENT BUNDLE 1 YEAR SUBSCRIPTION	978-1-26-530478-2	70	$32.85	$0.00	$2,299.50
TN SCIENCE GRADE 5 UNIFORM TEACHER RESOURCE BUNDLE 1 YEAR SUBSCRIPTION	978-1-26-681542-3	2	$506.31	$1,012.62	*Free Materials
		TN Science © 2026 1 Year Grade 5 Subtotal:		**$1,012.62**	**$2,299.50**
TN Science © 2026 1 year Grade 6					
TN SCIENCE GRADE 6 CMPHSV STUDENT BUNDLE 1Y SUB	978-1-26-535774-0	90	$93.00	$0.00	$8,370.00
TN SCIENCE GRADE 6 UNIFORM TEACHER RESOURCE BUNDLE 1 YEAR SUBSCRIPTION	978-1-26-678483-5	2	$274.35	$548.70	*Free Materials
		TN Science © 2026 1 year Grade 6 Subtotal:		**$548.70**	**$8,370.00**
TN Science © 2026 1 Year Grade 7					
TN SCIENCE GRADE 7 CMPHSV STUDENT BUNDLE 1Y SUB	978-1-26-534718-5	50	$93.00	$0.00	$4,650.00
TN SCIENCE GRADE 7 UNIFORM TEACHER RESOURCE BUNDLE 1 YEAR SUBSCRIPTION	978-1-26-678586-3	2	$274.35	$548.70	*Free Materials
		TN Science © 2026 1 Year Grade 7 Subtotal:		**$548.70**	**$4,650.00**
TN Science © 2026 1 Year Grade 8					
TN SCIENCE GRADE 8 CMPHSV STUDENT BUNDLE 1Y SUB	978-1-26-535233-2	50	$93.00	$0.00	$4,650.00
TN SCIENCE GRADE 8 UNIFORM TEACHER RESOURCE BUNDLE 1 YEAR SUBSCRIPTION	978-1-26-679808-5	2	$274.35	$548.70	*Free Materials
		TN Science © 2026 1 Year Grade 8 Subtotal:		**$548.70**	**$4,650.00**

PLEASE INCLUDE THIS PROPOSAL WITH YOUR PURCHASE ORDER

SEND ORDER TO: McGraw Hill LLC |
Email: orders_mhe@mheducation.com | Phone: | Fax:

QUOTE DATE: 04/15/2026 ACCOUNT NAME: MEMPHIS MERIT ACADEMY EXPIRATION DATE:08/13/2026
QUOTE NUMBER: SSAMA99-04152026084908-001 ACCOUNT #: 13626731 PAGE #: 2

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Product Description	ISBN	Qty	Unit Price	Free Materials	Line Subtotal
Tennessee World History and Geography: The Middle Ages to the 1700's © 2020 - Grade 7					
WRLD HIST&GEOG MIDDLE AGES TO THE 1700'S G7 TN CMPRHNSV DIG&PRNT STDNT 1YRBDL	978-0-07-691205-6	20	$100.50	$0.00	$2,010.00
WRLD HIST & GEOGRAPHY THE MIDDLE AGES TO THE 1700'S G7 TENNESSEE TEACHER EDITION	978-0-07-691229-2	2	$120.00	$240.00	*Free Materials
WRLD HIST & GEOG THE MIDDLE AGES TO THE 1700'S G7 TN CHPTR TSTS&LESSON QUIZZES	978-0-07-691235-3	2	$24.00	$48.00	*Free Materials
WRLD HIST & GEOG THE MIDDLE AGES TO THE 1700'S G7 TN ONLINE TEACHER ED 1YR SUBSC	978-0-07-691239-1	2	$87.00	$174.00	*Free Materials
Tennessee World History and Geography: The Middle Ages to the 1700's © 2020 - Grade 7 Subtotal:				**$462.00**	**$2,010.00**
Tennessee United States History and Geography: Colonization to Reconstruction © 2020 - Grade 8					
US HIST & GEOG CLNZTN RCNSTRCTN G8 TN COMPREHENSIVE DGTL & PRNT SE 1YR BUNDLE	978-0-07-691244-5	50	$100.50	$0.00	$5,025.00
US HIST & GEOG COLONIZATION TO RECONSTRUCTION G8 TENNESSEE TEACHER'S EDITION	978-0-07-691259-9	2	$120.00	$240.00	*Free Materials
US HIST & GEOG COLONIZATION TO RECONSTRUCTION G8 TN CHAPTER TESTS&LESSON QUIZZES	978-0-07-691266-7	2	$24.00	$48.00	*Free Materials
US HIST & GEOG COLONIZATION TO RECONSTRUCTION G8 TN ONLINE TCHR ED 1 YEAR SUBSC	978-0-07-691270-4	2	$87.00	$174.00	*Free Materials
Tennessee United States History and Geography: Colonization to Reconstruction © 2020 - Grade 8 Subtotal:				**$462.00**	**$5,025.00**

PLEASE INCLUDE THIS PROPOSAL WITH YOUR PURCHASE ORDER

SEND ORDER TO: McGraw Hill LLC |
Email: orders_mhe@mheducation.com | Phone: | Fax:

QUOTE DATE: 04/15/2026 ACCOUNT NAME: MEMPHIS MERIT ACADEMY EXPIRATION DATE:08/13/2026
QUOTE NUMBER: SSAMA99-04152026084908-001 ACCOUNT #: 13626731 PAGE #: 3

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Product Description	ISBN	Qty	Unit Price	Free Materials	Line Subtotal
¡Así se dice! Level 1 © 2024					
ASI SE DICE LEVEL 1 STUDENT EDITION	978-1-26-515958-0	35	$99.42	$0.00	$3,479.70
ASI SE DICE LEVEL 1 TEACHER EDITION	978-1-26-516344-0	1	$132.51	$132.51	*Free Materials
		¡Así se dice! Level 1 © 2024 Subtotal:		**$132.51**	**$3,479.70**

PLEASE INCLUDE THIS PROPOSAL WITH YOUR PURCHASE ORDER

SEND ORDER TO: McGraw Hill LLC |
Email: orders_mhe@mheducation.com | Phone: | Fax:

QUOTE DATE: 04/15/2026 ACCOUNT NAME: MEMPHIS MERIT ACADEMY EXPIRATION DATE:08/13/2026
QUOTE NUMBER: SSAMA99-04152026084908-001 ACCOUNT #: 13626731 PAGE #: 4

Because learning changes everything.®

QUOTE PREPARED FOR:

MEMPHIS MERIT ACADEMY
4075 American Way
MEMPHIS, TN 38118
ACCOUNT NUMBER: 13626731

CONTACT:

Tasia Mitchum
tmitchum@memphismeritacademy.org

SUBSCRIPTION/DIGITAL CONTACT:

Tasia Mitchum
tmitchum@memphismeritacademy.org

VALUE OF ALL MATERIALS	$40,823.67
FREE MATERIALS	($5,740.47)
PRODUCT TOTAL*	**$35,083.20**
ESTIMATED SHIPPING & HANDLING**	$2,806.66
ESTIMATED TAX**	$0.00
GRAND TOTAL	**$37,889.86**

Comments:

* Price firm for 120 days from quote date. Price quote must be attached to school purchase order to receive the quoted price and free materials.

**Shipping and handling charges shown are only estimates. Actual shipping and handling charges will be applied at time of order. Taxes shown are only estimates. If applicable, actual tax charges will be applied at time of order.

Terms of Service:

By placing an order for digital products (the 'Subscribed Materials'), the entity that this price quote has been prepared for ('Subscriber') agrees to be bound by the Terms of Service and any specific provisions required by Subscriber's state law, each located in the applicable links below. Subject to Subscriber's payment of the fees set out above, McGraw Hill LLC hereby grants to Subscriber a non-exclusive, non-transferable license to allow only the number of Authorized Users that corresponds to the quantity of Subscribed Materials set forth above to access and use the Subscribed Materials under the terms described in the Terms of Service and any specific provisions required by Subscriber's state law, each located in the applicable links below. The subscription term for the Subscribed Materials shall be as set forth in the Product Description above. If no subscription term is specified, the initial term shall be one (1) year from the date of this price quote (the 'Initial Subscription Term'), and thereafter the Subscriber shall renew for additional one (1) year terms (each a 'Subscription Renewal Term'), provided MHE has chosen to renew the subscription and has sent an invoice for such Subscription Renewal Term to Subscriber.

Terms Of Service

Provisions required by Subscriber State law

ATTENTION: In our effort to protect our customer's data, we will no longer store credit card data in any manner within in our system. Therefore, as of April 30, 2016 we will no longer accept credit card orders via email, fax, or mail/package delivery. Credit card orders may be placed over the phone by calling the number listed above or via our websites by visiting www.mheducation.com (or www.mhecoast2coast.com).

School Purchase Order Number: _____

Name of School Official (Please Print) _____ Signature of School Official _____

PLEASE INCLUDE THIS PROPOSAL WITH YOUR PURCHASE ORDER

SEND ORDER TO: McGraw Hill LLC |
Email: orders_mhe@mheducation.com | Phone: | Fax:

QUOTE DATE:	04/15/2026	ACCOUNT NAME: MEMPHIS MERIT ACADEMY	EXPIRATION DATE:08/13/2026
QUOTE NUMBER:	SSAMA99-04152026084908-001	ACCOUNT #: 13626731	PAGE #: 5

Coversheet

Copier Lease

Section: III. Approvals
Item: G. Copier Lease
Purpose: Vote
Submitted by:
Related Material: Documents_for_your_DocuSign_Signature.pdf

SHARP
SHARP BUSINESS SYSTEMS

SALES AGREEMENT

ACCOUNT ID#	SALES REP:	ORDER DATE:	REQUESTED DELIVERY DATE:
0008016590	Timothy Suder	4/16/26	2026-04-27

CUSTOMER BILL TO INFORMATION

COMPANY NAME: Memphis Merit Academy		
ADDRESS: 4075 American Way		
CITY: Memphis	STATE: Tennessee	ZIP CODE: 38118
BILLING CONTACT: Donald Daugherty	DEPARTMENT:	
PHONE: (901) 617-3690		
EMAIL ADDRESS: ddaugherty@memphismeritacademy.org		

CUSTOMER SHIP TO INFORMATION

COMPANY NAME: Memphis Merit Academy		
ADDRESS: 4075 American Way		
CITY: Memphis	STATE: Tennessee	ZIP CODE: 38118
SERVICE CONTACT NAME: Donald Daugherty	DEPARTMENT:	
PHONE: (901) 617-3690		
EMAIL ADDRESS: ddaugherty@memphismeritacademy.org		

ORDER DETAILS

TERMS OF PURCHASE	Lease + Service (Included)
MONTHLY PAYMENT (EXCLUDING TAX)	$3,429.30
TOTAL # OF PAYMENTS:	36
IF APPLICABLE, PO #	
IF APPLICABLE,TAX EXEMPT #	732510464

EQUIPMENT RETURN DETAILS

Model / Serial / Equipment ID / Location
Canon ImageRunner DX-C357if, 2UL02145
Canon ImagePress V900, 3QN01301
Canon ImageRunner DX C359if, 4HU06863
Canon ImageClass MF-1643if, 34V09905
Canon ImageRunner DX C259if, 4JB08371

PRODUCT LIST

QTY	MODEL	DESCRIPTION	UNIT PRICE	UNIT TOTAL	EQUIPMENT LOCATION
1	BP71M55	55 PPM B/W Workgroup Document System			
1	BPVD10L	Virus Detection kit			
1	BPRB10	Paper Pass Unit			
1	BPFN13	1K Stacking 50-sheet Staple Finisher			
1	BPDE15	Stand/1 x 550 + 2,100-sheet Split Tandem Paper Drawers			
1	MXPN15B	3-Hole Punch Unit			
1	Delivery Fee	Delivery Fee			

TERMS OF CONTRACT

It is agreed by the purchaser that this contract is not subject to cancellation or to any verbal agreement or condition not stipulated in writing on it, and that the title to the said good shall not pass until the purchase price is paid in full, and said goods shall remain the property of the seller until that time.

In case of default of payment or in case of removal of said goods or any part thereof without the consent of seller or in the event the purchaser shall mortgage or part with the possession of same whenever it may be found, and remove it with or without hands for collection or in the event of litigation, a reasonable attorneys fee and cost shall be added thereto.

I have read above and agree to its conditions:

Signed by:
Timothy Suder
AC2983809F2149E

AUTHORIZED CUSTOMER SIGNATURE	DATE	SBS REPRESENTATIVE SIGNATURE	DATE
Lakenna Booker		Founder and Executive Director	4/16/2026
PRINTED NAME	TITLE		

7-2020.SA.v.2

SHARP
SHARP BUSINESS SYSTEMS

SALES AGREEMENT

PRODUCT LIST PAGE 2					
QTY	MODEL	DESCRIPTION	UNIT PRICE	UNIT TOTAL	EQUIPMENT LOCATION
1	Installation Fee	Installation Fee			
1	BP71M55	55 PPM B/W Workgroup Document System			
1	BPVD10L	Virus Detection kit			
1	BPRB10	Paper Pass Unit			
1	BPFN13	1K Stacking 50-sheet Staple Finisher			
1	BPDE15	Stand/1 x 550 + 2,100-sheet Split Tandem Paper Drawers			
1	MXPN15B	3-Hole Punch Unit			
1	Delivery Fee	Delivery Fee			
1	Installation Fee	Installation Fee			
2	BPB540WR	40 PPM B/W MFP			
2	TT1150-FLOOR-B	Floor Standing Console Configuration: Two-Tray 1,150 Sheets.			
2	BPCS12	600-Sheet Paper Feed Unit			
2	BPDS14	High Stand			
2	BPVD10L	Virus Detection kit			
2	BPFN17	Inner Finisher			
2	Delivery Fee	Delivery Fee			
2	Installation Fee	Installation Fee			
1	BP71C55	55 PPM Full-Color Workgroup Document System			
1	BPRB10	Paper Pass Unit			
1	BPFN13	1K Stacking 50-sheet Staple Finisher			
1	MXPN15B	3-Hole Punch Unit			
1	BPDE15	Stand/1 x 550 + 2,100-sheet Split Tandem Paper Drawers			
1	BPVD10L	Virus Detection kit			
1	Delivery Fee	Delivery Fee			
1	Installation Fee	Installation Fee			
1	BP71M55	55 PPM B/W Workgroup Document System			
1	BPVD10L	Virus Detection kit			
1	BPRB10	Paper Pass Unit			
1	BPFN13	1K Stacking 50-sheet Staple Finisher			
1	BPDE15	Stand/1 x 550 + 2,100-sheet Split Tandem Paper Drawers			
1	MXPN15B	3-Hole Punch Unit			
1	Delivery Fee	Delivery Fee			
1	Installation Fee	Installation Fee			
1	BPC131WD	31 PPM Color Multifunction Printer			
1	Printer Delivery Fee	Standard Delivery Fee for Printer			
1	Printer Installation Fee	Standard Installation Fee for Printer			
1	ARD5133NT	Digital Power Filter - 120 Volt, 15 Amps, 2 Outlets			
1	BP71M55	55 PPM B/W Workgroup Document System			
1	BPVD10L	Virus Detection kit			
1	BPRB10	Paper Pass Unit			
1	BPFN13	1K Stacking 50-sheet Staple Finisher			
1	BPDE15	Stand/1 x 550 + 2,100-sheet Split Tandem Paper Drawers			
1	MXPN15B	3-Hole Punch Unit			
1	Delivery Fee	Delivery Fee			
1	Installation Fee	Installation Fee			
1	Lease Buyout	Lease Buyout			
1	Equipment Return	Equipment Return			
1	Installation Fee	Installation Fee			
6	PS/Applications	PCHive FullSub EdGv 19 MFP 3 Yrs			
4038	PS/Applications	ACDI Sub Plus Software Maint Support			
1	PS/Applications	Project Labor			

SHARP
SHARP BUSINESS SYSTEMS

CUSTOMER CARE MAINTENANCE AGREEMENT

ACCOUNT ID#	SALES REP:	ACCOUNT ID#	START DATE:
0008016590	Timothy Suder		

CUSTOMER BILL TO INFORMATION

COMPANY NAME: Memphis Merit Academy		
ADDRESS: 4075 American Way		
CITY: Memphis	STATE: Tennessee	ZIP CODE: 38118
BILLING CONTACT: Donald Daugherty		
PHONE: (901) 617-3690		
EMAIL ADDRESS: ddaugherty@memphismeritacademy.org		
POOL CONTRACT NUMBER	GROUP IDENTIFIER	
AUTHORIZING CONTRACT NUMBER (GSA/SOURCEWELL/STATE,ETC.)		
PURCHASE ORDER NUMBER		

CUSTOMER LOCATION

COMPANY NAME: Memphis Merit Academy		
ADDRESS: 4075 American Way		
CITY: Memphis	STATE: Tennessee	ZIP CODE: 38118
SERVICE CONTACT: Donald Daugherty	PHONE: (901) 617-3690	
EMAIL ADDRESS: ddaugherty@memphismeritacademy.org		
METER CONTACT: Donald Daugherty	PHONE: (901) 617-3690	
EMAIL ADDRESS: ddaugherty@memphismeritacademy.org		
MICAS CONTACT: Donald Daugherty	PHONE: (901) 617-3690	
EMAIL ADDRESS: ddaugherty@memphismeritacademy.org		

SUMMARY

TERM:	BASE CHARGE TOTAL	SMART RATE	PRINT SECURITY	CONSOLIDATE SBS BILLING?
36	$329.30 Monthly	$0.00 Monthly	$0.00	YES

AGREEMENT ENTITLEMENT

Labor	Parts	Drums	B Toner	C Toner	Staples
YES	YES	YES	YES	YES	NO

DETAIL OF CHARGES

POOL BILLING	*Base Charge Included in Lease*	CATEGORY	BASE CHARGE SUBTOTALS	FREQUENCY	CATEGORY	INCLUDED IMAGES	FREQUENCY	EXCESS CHARGE
	YES	BW	$128.00	Monthly	BW	20,000	Monthly	0.00640
		COLOR	$0.00		COLOR	0	Monthly	
	YES	BW	$16.20	Monthly	BW	2,000	Monthly	0.00810
		COLOR	$0.00		COLOR	0	Monthly	
	YES	BW	$46.80	Monthly	BW	6,000	Monthly	0.00780
		COLOR	$138.30		COLOR	3,000	Monthly	0.04610

SBS BILLING	SMART RATE SUBTOTALS			ITEMIZED BY TYPE & QTY	BW QUANTITY	BW RATE	COLOR QUANTITY	COLOR RATE
Smart Rate billed by SBS	NETWORKED PRINTERS/DESKTOPS	$0.00	Monthly, In arrears	NETWORKED PRINTER/DESKTOP	0		0	
	LOCAL/SINGLE USER PRINTERS/DESKTOPS	$0.00		LOCAL/SINGLE USER PRINTER	0		0	
				LOCAL/SINGLE USER DESKTOP	0			

COMMENTS / SPECIAL INSTRUCTIONS

See attached Pool Information

POOL	MODEL	SERIAL #	ID #	BW Start Meter	Color Start Meter	Physical Location

AUTHORIZATION

X

I have read and understand our obligations under the terms and conditions stated herein, and on the reverse side thereof, as the only agreement pertaining to the equipment hereunder. No other agreements apply unless expressly noted on the face of this agreement or in the contracts specified above. I understand all meter counts are based on 8.5 X 11 (minimum) single sided images unless otherwise noted.

Customer has declined maintenance coverage at this time. The customer understands obtaining maintenance coverage later may incur charges in addition to the normal maintenance charges and has been informed as to the current time and material billing rates.

THIS AGREEMENT SHALL NOT BE EFFECTIVE UNLESS SIGNED BY THE CUSTOMER AND SBS CONTRACT MANAGEMENT Maintenance Agreement contracts are non-refundable, non-transferable, and non-cancelable. Price does not include applicable taxes. Sharp Business Systems is a division of Sharp Electronics Corporation.

Signed by: Timothy Suder 4/16/2026

Sharp Authorization: A62983809F2149E... DATE

Lakenna Booker

AUTHORIZED CUSTOMER PRINTED NAME

AUTHORIZED CUSTOMER SIGNATURE DATE

8-1-2025.MA_v.5

USA-SEC-2025-SBS-00001 (v. 05.28.2025)

CUSTOMER CARE MAINTENANCE AGREEMENT

EQUIPMENT COVERED CONTINUED

POOL	MODEL	SERIAL #	ID #	BW Start Meter	Color Start Meter	Physical Location
	Sharp BP 71C55					
	Sharp BP 71M55					
	Sharp BP 71M55					
	Sharp BP 71M55					
	Sharp BP 71M55					
	Sharp BP B540WR					
	Sharp BP B540WR					
	Sharp C131WD					

SHARP
SHARP BUSINESS SYSTEMS

PRE-INSTALL NETWORK SURVEY

Date: 4/16/2026
Sales Contact: Timothy Suder
Email: timothy.suder@sharpusa.com
Phone: (865) 850-0588

GENERAL INFORMATION		
COMPANY NAME		
Memphis Merit Academy		
ADDRESS		
4075 American Way		
SUITE/FLOOR		SALE TYPE
		Net New
CITY	STATE	ZIP CODE
Memphis	**Tennessee**	**38118**
PRIMARY CONTACT		DEPARTMENT
Donald Daugherty		
PHONE		
(901) 617-3690		
EMAIL ADDRESS		
ddaugherty@memphismeritacademy.org		
IT CONTACT		AVAILABILITY:
Kate Shell		**External I.T. Contact**
PHONE		
(901) 617-3690		
EMAIL ADDRESS		
kate.shell@wiredtech.com		
MICAS - Required for Auto Meters and Toner		
MICAS CONTACT		
Donald Daugherty		
PHONE		
(901) 617-3690		
EMAIL ADDRESS		
ddaugherty@memphismeritacademy.org		

SCAN OPTIONS		
x	Scan to Email	*Enter Email Address(es)*
	Scan to Network Folder	*Enter Network Folder Path*

FAX OPTION	
x	Include FAX Confirmation Page (For all outgoing)

PC FAX & OPTIONS	
	PC- FAX
	Route Fax to Email (Provide FAX Routing Email Address)
	Route Fax to Network Folder (Provide FAX Routing Folder Path)

SELECT FEATURES	
X	Network Printing
	Air Print
	LDAP Global Address Lookup
	Wireless Mode (No Network Drop)
	Account Code Required
1	# of Server Driver Installations
	# of Workstation Installations

NETWORK INFORMATION	
Subnet Mask	WiredTech - Kate Shell 877.957.0780
Default Gateway	WiredTech - Kate Shell 877.957.0780
DNS Server	WiredTech - Kate Shell 877.957.0780
SMTP Server	WiredTech - Kate Shell 877.957.0780
Port Number	WiredTech - Kate Shell 877.957.0780
SMTP User Name	WiredTech - Kate Shell 877.957.0780
SMTP Password	WiredTech - Kate Shell 877.957.0780
Other	

INCLUDED SHARP CONNECTORS	
	Google Drive Connector
	Drop Box Connector
	SharePoint Connector
	OneDrive for Business Connector
	Email Connector
	Box Connector

NOTES AND SPECIAL REQUESTS
Paper Hive to be installed by ACDI, Luke Nash Key Contact: Luke Nash Solutions Architect - U.S. East, ACDI www.acd-inc.com | 403 N Main St Benton, ARluke.nash@acd-inc.com

SETTINGS/DATA EXPORT REQUEST *
* Eligibility for cloning pursuant to product & compatibility. Please describe request in detail.

SELECT MANAGEMENT AND SECURITY SOFTWARE	
	**Denotes non-standard 3rd party - Fees may apply
	SRDM - Sharp Remote Device Manager
X	Papercut **
	Drivve **
	StrataQ **
	Printer Logic **

Lakenna Booker — Founder and Executive Director

Customer Name & Title

Customer Signature — Date

7-2020.NS.v.5

SHARP
SHARP BUSINESS SYSTEMS

PRE-INSTALL NETWORK SURVEY - MODELS

Equipment Location	Product Code	Electrical Requirement	IP Address	Additional Info
	BP71M55			
	BPVD10L			
	BPRB10			
	BPFN13			
	BPDE15			
	MXPN15B			
	Delivery Fee			
	Installation Fee			
	BP71M55			
	BPVD10L			
	BPRB10			
	BPFN13			
	BPDE15			
	MXPN15B			
	Delivery Fee			
	Installation Fee			
	BPB540WR			
	TT1150-FLOOR-			
	BPCS12			
	BPDS14			

SHARP

SHARP BUSINESS SYSTEMS

Value Lease Agreement

APPLICATION NO.	AGREEMENT NO.
3225104	

The words **User, Lessee, you** and **your** refer to **Customer.** The words **Owner, Lessor, we, us** and **our** refer to **Sharp Electronics Corporation through its Sharp Business Systems division.**

CUSTOMER INFORMATION

FULL LEGAL NAME			STREET ADDRESS	
MEMPHIS MERIT ACADEMY			4775 AMERICAN WAY	
CITY	STATE	ZIP	PHONE	FAX
MEMPHIS	Tennessee	38118-2412	901-617-3690	
BILLING NAME (IF DIFFERENT FROM ABOVE)			BILLING STREET ADDRESS	
CITY	STATE	ZIP	E-MAIL	
EQUIPMENT LOCATION (IF DIFFERENT FROM ABOVE)				

EQUIPMENT DESCRIPTION

MAKE/MODEL/ACCESSORIES	NOT FINANCED UNDER THIS AGREEMENT	SERIAL NO.	STARTING METER
	☐		
	☐		

☐ See the attached Schedule A ☐ See the attached Billing Schedule

TERM AND PAYMENT SCHEDULE

36 Payments* of $ 3,429.30 The lease contract payment ("Payment") period is monthly unless otherwise indicated. *plus applicable taxes

Payment includes	28000	Black and White Images per month	Overages billed Monthly at $	0.00682143	per image*
Payment includes	3000	Color Images per month	Overages billed Monthly at $	0.0461	per image*
Payment includes		Scan Images per month	Overages billed monthly at $		per image*
Payment includes		Fax Images per month	Overages billed monthly at $		per image*

_____ By initialing here, you agree that service and supplies are not included in this Agreement.

END OF LEASE OPTIONS

You will have the following option at the end of the original term, provided that no event of default under the Agreement has occurred and is continuing. To the extent that any purchase option indicates that the purchase price will be the "Fair Market Value" (or "FMV"), such term means the current market value of the Equipment. 1) Purchase all but not less than all the Equipment for the Fair Market Value per paragraph 1, 2) Renew the Agreement per paragraph 1, or 3) Return the Equipment per paragraph 3.

THIS IS A NONCANCELABLE / NONREFUNDABLE / IRREVOCABLE AGREEMENT; THIS AGREEMENT CANNOT BE CANCELED, ASSIGNED OR TERMINATED, BY CUSTOMER.

LESSOR ACCEPTANCE

LESSOR	SIGNATURE	TITLE	DATED
Sharp Electronics Corporation through its Sharp Business Systems Division			

CUSTOMER ACCEPTANCE

By signing below or authenticating an electronic record hereof, you certify that you have reviewed and do agree to all terms and conditions of this Agreement on this page and on page 2 attached hereto. Upon signing below or authenticating an electronic record, your promises herein will be irrevocable and unconditional in all respects.

CUSTOMER (as referenced above)	SIGNATURE	TITLE	DATED
MEMPHIS MERIT ACADEMY	X	Founder and Executive Director	

FEDERAL TAX I.D. #	PRINT NAME
	Lakenna Booker

CONTINUING GUARANTY

You unconditionally and absolutely, jointly and severally, guarantee that Customer will fully and promptly pay and perform all obligations under the Agreement and any addendums and supplements thereto. This is a continuing Guaranty and shall not be revoked by your death, bankruptcy, incompetency or insolvency. You may not terminate or revoke this Guaranty without written notice to us, and this Guaranty shall continue in full force and effect with regard to all of Customer's obligations arising prior to the date of such notice. We may make changes, including compromise or settlement, with the Customer, and you waive any abatement, setoff, defense or counterclaim for any reason and all notice of any changes or default. It is not necessary for us to proceed first against the Customer before enforcing this Guaranty. You certify that the financial information you have given us is true, complete and accurate in all material respects. You authorize us to obtain credit bureau reports for credit and collection purposes and to share them with our affiliates and agents. Without our prior written consent, you will not transfer your obligations under this Guaranty or all or substantially all your assets to anyone. This Guaranty will be binding on your estate, heirs, successors and assigns. We may assign this Guaranty without notice. The undersigned, as to this guaranty, agree(s) to the designated forum and consent(s) to personal jurisdiction, venue, and choice of law as stated in the Agreement, agree(s) to pay all costs and expenses, including attorney fees, incurred by Lessor or Lessor's assignee related to this guaranty and the Agreement. YOU AND WE IRREVOCABLY WAIVE ALL RIGHTS TO A TRIAL BY JURY IN ANY LITIGATION RELATED HERETO.

GUARANTOR	SIGNATURE (AS AN INDIVIDUAL)	HOME PHONE	DATED
	X		

ACCEPTANCE OF DELIVERY

The Customer hereby certifies that all the Equipment: 1) has been received, installed, and inspected, and 2) is fully operational and unconditionally accepted.

CUSTOMER (as referenced above)	SIGNATURE	TITLE	DATE OF DELIVERY
MEMPHIS MERIT ACADEMY	X		

1. **AGREEMENT:** For business purposes only, you agree to lease from us the goods, together with all replacements, parts, repairs, additions, and accessions incorporated therein or attached thereto and any and all proceeds of the foregoing, including, without limitation, insurance recoveries (the "Equipment") and/or to finance certain licensed software and services ("Financed Items", which are included in the word "Equipment" unless separately stated), all as described on page 1 of this Agreement, excluding equipment marked as not financed under this Agreement, as it may be supplemented from time to time. You agree to all of the terms and conditions contained in this Agreement and any supplement, which (with the acceptance certification) is the entire agreement regarding the Equipment ("Agreement") and which supersedes any purchase order or invoice. You authorize us to correct or insert missing Equipment identification information and to make corrections to your proper legal name and address. This Agreement becomes valid upon execution by us. This Agreement is binding upon our acceptance hereof and will begin on the date the Equipment is delivered to you or any later date we designate. If we designate a later commencement date, you agree to pay us an additional amount equal to the periodic payments due under this Agreement prorated for the period between the date the Equipment is delivered to you and the commencement date in an amount equal to 1/30th of the Payment. This Agreement will automatically renew for 12-month term(s) unless you purchase or return the Equipment (according to the conditions herein) and send us written notice between 90 and 150 days (before the end of any term) that you do not want it renewed. If any provision of this Agreement is declared unenforceable in any jurisdiction, the other provisions herein shall remain in full force and effect in that jurisdiction and all others. You shall deliver all information requested by us which we deem reasonably necessary to determine your current financial condition and faithful performance of the terms hereof.

2. **RENT, TAXES AND FEES:** You will pay the monthly Payment (as adjusted) when due, plus any applicable sales, use and property taxes. The base Payment will be adjusted proportionately upward or downward: (1) by up to 10% to accommodate changes in the actual Equipment cost; (2) if the shipping charges or taxes differ from the estimate given to you; and (3) to comply with the tax laws of the state in which the Equipment is located. If we pay any taxes, insurance or other expenses that you owe hereunder, you agree to reimburse us when we request and to pay us a processing fee for each expense or charge we pay on your behalf. We may charge you for any filing fees required by the Uniform Commercial Code (UCC) or other laws, which fees vary state-to-state. By the date the first Payment is due, you agree to pay us an origination fee up to an amount of $125.00 as shown on our invoice or addendum, to cover us for all closing costs. We will have the right to apply all sums, received from you, to any amounts due and owed to us under the terms of this Agreement or any other agreement. If for any reason your check is returned for nonpayment, you will pay us a bad check charge of $30 or, if less, the maximum charge allowed by law. We may make a profit on any fees, estimated tax payments and other charges paid under this Agreement. You cannot pay off this Agreement or return the Equipment prior to the end date without our consent. If we consent, we may charge you, in addition to other amounts owed, an early termination fee up to 15% of the price of the Equipment.

3. **MAINTENANCE AND LOCATION OF EQUIPMENT; SECURITY INTEREST; SOFTWARE/DATA:** At your expense, you agree to keep the Equipment: (1) in good repair, condition and working order, in compliance with applicable manufacturers' and regulatory standards; (2) free and clear of all liens and claims; and (3) only at the installation address, and you agree not to move it unless we agree in writing. As long as you have given us the written notice as required in paragraph 1 prior to the expiration or termination of this Agreement's term, if you do not purchase the Equipment, you will return all but not less than all of the Equipment and all related manuals and use and maintenance records to a location we specify, at your expense, in retail re-saleable condition, full working order and complete repair. If this Agreement is deemed to be a secured transaction, you grant us a security interest in the Equipment to secure all amounts you owe us under any agreement with us, and you authorize us to file a financing statement (UCC-1). You will not change your state of organization, headquarters or residence without providing prior written notice to us so that we may amend or file a new UCC-1. You will notify us within 30 days if your state of organization revokes or terminates your existence. Except as provided in this paragraph, references to "Equipment" include any software referenced above or installed on the Equipment. We own the Equipment but we do not own the software and cannot transfer any interest in it to you. We are not responsible for the software or the obligations of you or the licensor under any license agreement. You are solely responsible for removing any data that may reside in the Equipment you return, including but not limited to hard drives, disk drives or any other form of memory.

4. **COLLATERAL PROTECTION; INSURANCE; INDEMNITY; LOSS OR DAMAGE:** You agree to keep the Equipment fully insured against risk and loss, with us as lender's loss payee, in an amount not less than the original cost until this Agreement is terminated. You also agree to obtain a general public liability insurance policy with such coverage and from such insurance carrier as shall be satisfactory to us and to include us as an additional insured on the policy. Your insurance policy(s) will provide for 10 days advance written notice to us of any modification or cancellation. You agree to provide us certificates or other evidence of insurance acceptable to us. If you fail to comply with this requirement within 30 days after the start of this Agreement, we may (A) secure property loss insurance on the Equipment from a carrier of our choosing in such forms and amounts as we deem reasonable to protect our interests. If we place insurance on the Equipment, we will not name you as an Insured and your interests may not be fully protected. If we secure insurance on the Equipment, you will pay us an amount for the premium which may be higher than the premium that you would pay if you placed the insurance independently and an insurance fee which may result in a profit to us through an investment in reinsurance; or (B) charge you a monthly property damage surcharge of up to .0035 of the Equipment cost as a result of our credit risk and administrative and other costs, as would be further described on a letter from us to you. We may make a profit on this program. NOTHING IN THIS PARAGRAPH WILL RELIEVE YOU OF RESPONSIBILITY FOR LIABILITY INSURANCE ON THE EQUIPMENT. We are not responsible for, and you agree to hold us harmless and reimburse us for and, if we request, to defend on our behalf against, any claim for any loss, expense, liability or injury caused by or in any way related to delivery, installation, possession, ownership, use, condition, inspection, removal, return or storage of the Equipment. You are responsible for the risk of loss or for any destruction of or damage to the Equipment. You agree to promptly notify us in writing of any loss or damage. If the Equipment is destroyed and we have not otherwise agreed in writing, you will pay to us the unpaid balance of this Agreement, including any future rent to the end of the term plus the anticipated purchase price of the Equipment (both discounted at 2%). Any proceeds of insurance will be paid to us and credited, at our option, against any loss or damage. You authorize us to sign on your behalf and appoint us as your attorney-in-fact to endorse in your name any insurance drafts or checks issued due to loss or damage to the Equipment. All indemnities will survive the expiration or termination of this Agreement.

5. **ASSIGNMENT:** **YOU HAVE NO RIGHT TO SELL, TRANSFER, ASSIGN OR SUBLEASE THE EQUIPMENT OR THIS AGREEMENT, without our prior written consent.** You must notify us within 30 days if you reorganize or merge with any other entity or transfer all or a substantial part of your ownership interests or assets. We may sell, assign, or transfer this Agreement without notice. You agree that if we sell, assign or transfer this Agreement, our assignee will have the same rights and benefits that we have now and will not have to perform any of our obligations. You agree that the new Lessor will not be subject to any claims, defenses, or offsets that you may have against us. You shall cooperate with us in executing any documentation reasonably required by us or our assignee to effectuate any such assignment. This Agreement shall be binding on and inure to the benefit of the parties hereto and their respective successors and assigns.

6. **DEFAULT AND REMEDIES:** You will be in default if: (a) you do not pay any Payment or other sum due to us or any other person when due or if you fail to perform in accordance with the covenants, terms and conditions of this Agreement or any other agreement with us, (b) you make or have made any false statement or misrepresentation to us, (c) you or any guarantor dies, dissolves or terminates existence, (d) there has been a material adverse change in your or any guarantor's financial, business or operating condition, or (e) any guarantor defaults under any guaranty for this Agreement. If any amount payable to us is not paid when due, you will pay a late charge equal to: 1) the greater of ten (10) cents for each dollar overdue or twenty-six ($26.00) dollars; or 2) the highest lawful charge, if less. If you are ever in default, at our option, we can terminate this Agreement and require that you pay the unpaid balance of this Agreement, including any future Payments to the end of the term plus the anticipated purchase price of the Equipment (both discounted at 2%). We may recover default interest on any unpaid amount at the rate of 12% per year. Concurrently and cumulatively, we may also use any or all of the remedies available to us under Articles 2A and 9 of the UCC and any other law, including requiring that you: (1) return the Equipment to us to a location we specify; and (2) immediately stop using any Financed Items. In addition, we will have the right, immediately and without notice or other action, to set-off against any of your liabilities to us any money, including depository account balances, owed by us to you, whether or not due. In the event of any dispute or enforcement of rights under this Agreement or any related agreement, you agree to pay our reasonable attorney's fees (including any incurred before or at trial, on appeal or in any other proceeding), actual court costs and any other collection costs, including any collection agency fee. If we have to take possession of the Equipment, you agree to pay the costs of repossession, moving, storage, repair and sale. The net proceeds of the sale of any Equipment will be credited against what you owe us under this Agreement. YOU AGREE THAT WE WILL NOT BE RESPONSIBLE TO PAY YOU ANY CONSEQUENTIAL, INDIRECT OR INCIDENTAL DAMAGES FOR ANY DEFAULT, ACT OR OMISSION BY ANYONE. Any delay or failure to enforce our rights under this Agreement will not prevent us from enforcing any rights at a later time. You agree that this Agreement is a "Finance Lease" as defined by Article 2A of the UCC and your rights and remedies are governed exclusively by this Agreement. You waive all rights under sections 2A-508 through 522 of the UCC. If interest is charged or collected in excess of the maximum lawful rate, we will not be subject to any penalties.

7. **FAXED OR SCANNED DOCUMENTS, MISC.:** The parties agree that this Agreement and any related documents hereto may be authenticated by electronic means. The parties agree that the original hereof for enforcement and perfection purposes, and the sole "record" constituting "chattel paper" under the UCC, is the paper copy hereof bearing (i) the original or a copy of either your manual signature or an electronically applied indication of your intent to enter into this Agreement, and (ii) our original manual signature. You agree not to raise as a defense to the enforcement of this Agreement or any related documents that you executed or authenticated such documents by electronic or digital means or that you used facsimile or other electronic means to transmit your signature on such documents. Notwithstanding anything to the contrary herein, we reserve the right to require you to sign this Agreement or any related documents hereto manually and to send to us the manually signed, duly executed documents via overnight courier on the same day that you send us the facsimile, scanned or electronic transmission of the documents. By providing any telephone number, now or in the future, for a cell phone or other wireless device, you are expressly consenting to receiving communications, regardless of their purpose, at that number, including, but not limited to, prerecorded or artificial voice message calls, text messages, and calls made by an automatic dialing system from us and our affiliates and agents. These calls and messages may incur access fees from your provider.

8. **WARRANTY DISCLAIMERS: YOU AGREE THAT YOU HAVE SELECTED ANY/ALL THIRD PARTY SUPPLIERS AND EACH ITEM OF EQUIPMENT BASED UPON YOUR OWN JUDGMENT AND YOU DISCLAIM ANY RELIANCE UPON ANY STATEMENTS OR REPRESENTATIONS MADE BY US. YOU WILL CONTINUE TO MAKE ALL PAYMENTS UNDER THIS AGREEMENT REGARDLESS OF ANY CLAIM OR COMPLAINT AGAINST ANY SUPPLIER, LICENSOR OR MANUFACTURER, AND ANY FAILURE OF A SERVICE PROVIDER TO PROVIDE SERVICES WILL NOT EXCUSE YOUR OBLIGATIONS TO US UNDER THIS AGREEMENT. YOU ARE NOT ENTITLED TO REDUCE OR SET-OFF AGAINST AMOUNTS DUE UNDER THIS AGREEMENT FOR ANY REASON. WE MAKE NO WARRANTIES, EXPRESS OR IMPLIED, OF, AND TAKE ABSOLUTELY NO RESPONSIBILITY FOR, MERCHANTABILITY, FITNESS FOR ANY PARTICULAR PURPOSE, CONDITION, QUALITY, ADEQUACY, TITLE, DATA ACCURACY, SYSTEM INTEGRATION, FUNCTION, DEFECTS, OR ANY OTHER ISSUE IN REGARD TO THE EQUIPMENT, ANY ASSOCIATED SOFTWARE AND ANY FINANCED ITEMS. WE ASSIGN TO YOU ANY WARRANTIES GIVEN TO US.**

9. **LAW, JURY WAIVER:** **Agreements, promises and commitments made by Lessor, concerning loans and other credit extensions must be in writing, express consideration and be signed by Lessor to be enforceable.** This Agreement may be modified only by written agreement and not by course of performance. **YOU AGREE THAT THIS AGREEMENT AND ANY CLAIM RELATED TO THIS AGREEMENT SHALL BE GOVERNED BY THE INTERNAL LAWS OF THE STATE IN WHICH OUR (OR, IF WE ASSIGN THIS AGREEMENT, OUR ASSIGNEE'S) PRINCIPAL PLACE OF BUSINESS IS LOCATED AND ANY DISPUTE CONCERNING THIS AGREEMENT WILL BE ADJUDICATED IN A FEDERAL OR STATE COURT IN SUCH STATE. YOU HEREBY CONSENT TO PERSONAL JURISDICTION AND VENUE IN SUCH COURTS AND WAIVE TRANSFER OF VENUE.** For any action arising out of or relating to this Agreement or the Equipment, **YOU AND WE WAIVE ALL RIGHTS TO A TRIAL BY JURY.**

10. **MAINTENANCE AND SUPPLIES:** The charges established by this Agreement include payment for the use of the Equipment, accessories, and, unless otherwise indicated on the face, maintenance during normal business hours, inspection, adjustment, parts replacement, drums, cleaning material required for proper operation and black toner and developer. Paper and staples must be separately purchased by you. If necessary, the service and supply portion of this Agreement may be assigned by us. We may charge you a supply freight fee to cover our costs of shipping supplies to you. The service and maintenance of the Equipment may be governed by a separate terms and conditions service agreement.

11. **OVERAGES AND COST ADJUSTMENTS:** You agree to comply with our billing procedures including, but not limited to, providing us with periodic meter readings on the Equipment. At the end of the first year of this Agreement and once each successive twelve-month period, the Payment and the Overage charges may be increased by a maximum of 15% of the then existing charge. Images made on equipment marked as not financed under this Agreement will be included in determining your image and overage charges. We will also review your scan meter. If your scan meter exceeds your output (image) meter, you may be charged additionally for excessive scan meter usage. A "scan" is defined as the electronic rasterization of a hard copy document with no associated hard copy output on the scanning device. Meter Readings may be obtained remotely under certain circumstances and you consent to our ability to obtain remote meter readings.

12. **UPGRADE AND DOWNGRADE PROVISION:** AFTER COMMENCEMENT OF THE AGREEMENT AND UPON YOUR WRITTEN REQUEST, AT OUR SOLE DISCRETION, WE MAY REVIEW YOUR IMAGE VOLUME AND PROPOSE OPTIONS FOR UPGRADING OR DOWNGRADING THE EQUIPMENT TO ACCOMMODATE YOUR BUSINESS NEEDS.

13. **TRANSITION BILLING:** In order to facilitate an orderly transition, including installation and training, and to provide a uniform billing cycle, the start date of this Agreement (the "Effective Date") will be a date after the certification of acceptance of the Equipment, as shown on the first invoice. The payment for this transition period will be based on the base minimum usage payment, prorated on a 30-day calendar month, and will be added to your first monthly Payment.

14. **IMPORTANT INFORMATION ABOUT PROCEDURES FOR OPENING AN ACCOUNT:** To help the United States fight the funding of terrorism and money laundering activities, Federal law requires all financial institutions to obtain, verify, and record information that identifies each person who opens an account. What this means for you: When you open an account, we will ask for your legal name, address, Tax ID#, and other information that will allow us to identify you. We may also ask for copies of certified articles of organization, an unexpired government issued business license, a partnership agreement or other documents that indicate the existence and standing of the entity.

SHARP

SHARP BUSINESS SYSTEMS

Schedule "A"

APPLICATION NO.	AGREEMENT NO.

The words **User, Lessee, you** and **your** refer to **Customer.** The words **Owner, Lessor, we, us** and **our** refer to **Sharp Electronics Corporation through its Sharp Business Systems Division.**

EQUIPMENT DESCRIPTION

MAKE/MODEL/ACCESSORIES	NOT FINANCED UNDER THIS AGREEMENT	SERIAL NO.	STARTING METER
BP71M55	☐		
BP71M55	☐		
BPVD10L	☐		
BPRB10	☐		
BPFN13	☐		
BPDE15	☐		
BPVD10L	☐		
BPRB10	☐		
BPFN13	☐		
BPDE15	☐		
BPB540WR	☐		
BPVD10L	☐		
MXPN15B	☐		
MXPN15B	☐		
BP71C55	☐		
BPRB10	☐		
BPFN13	☐		
MXPN15B	☐		
BPDE15	☐		
BPVD10L	☐		
BP71M55	☐		
TT1150-FLOOR-B	☐		
BPFN17	☐		
BPVD10L	☐		
BPRB10	☐		
BPFN13	☐		
BPDE15	☐		
MXPN15B	☐		
BPCS12	☐		
BPDS14	☐		
BPC131WD	☐		
ARD5133NT	☐		
BP71M55	☐		
BPVD10L	☐		
BPRB10	☐		
BPFN13	☐		
BPDE15	☐		
MXPN15B	☐		

CUSTOMER ACCEPTANCE

This Schedule "A" is hereby verified as correct by the undersigned Customer, who acknowledges receipt of a copy.

Lakenna Booker	X	Founder and Executive Director	
CUSTOMER	SIGNATURE	TITLE	DATED

SBS Schedule "A"

10/01/2018

SHARP
SHARP BUSINESS SYSTEMS

Value Lease
Grouped Pool Billing Schedule

APPLICATION NO.	AGREEMENT NO.
3225104	

This Grouped Pool Billing Schedule is to be attached to and becomes part of the Agreement dated 4/14/2026 by and between the undersigned and **Sharp Electronics Corporation dba Sharp Business Systems**.

POOL NAME: 1

Pool Location:

MAKE/MODEL/ACCESSORIES	EQUIPMENT POOL DESCRIPTION	SERIAL NO.	STARTING METER
1. (1) Sharp BP 71C55			
2.			
3.			

No. of Black and White Images Included	6000	Overages billed at* $	.0078
No. of Color Images Included	3000	Overages billed at* $	.0461
No. of Scan Images Included		Overages billed at * $	
No. of Fax Images Included		Overages billed at * $	

*plus applicable taxes

POOL NAME: 2

Pool Location:

MAKE/MODEL/ACCESSORIES	EQUIPMENT POOL DESCRIPTION	SERIAL NO.	STARTING METER
1. (2) Sharp BP B540WR			
2.			
3.			

No. of Black and White Images Included	2000	Overages billed at* $	.0082
No. of Color Images Included		Overages billed at* $	
No. of Scan Images Included		Overages billed at * $	
No. of Fax Images Included		Overages billed at * $	

*plus applicable taxes

POOL NAME: 3

Pool Location:

MAKE/MODEL/ACCESSORIES	EQUIPMENT POOL DESCRIPTION	SERIAL NO.	STARTING METER
1. Sharp BP C131WD			
2.			
3.			

No. of Black and White Images Included	0	Overages billed at* $	.014
No. of Color Images Included	0	Overages billed at* $	.0616
No. of Scan Images Included		Overages billed at * $	
No. of Fax Images Included		Overages billed at * $	

*plus applicable taxes

POOL NAME: 4

Pool Location:

MAKE/MODEL/ACCESSORIES	EQUIPMENT POOL DESCRIPTION	SERIAL NO.	STARTING METER
1. (4) Sharp BP 71M5			
2.			
3.			

No. of Black and White Images Included	20,000	Overages billed at* $	.0064
No. of Color Images Included		Overages billed at* $	
No. of Scan Images Included		Overages billed at * $	
No. of Fax Images Included		Overages billed at * $	

*plus applicable taxes

PAYMENT SCHEDULE

Monthly Payment* **$3,429.30** *plus applicable taxes

CUSTOMER ACCEPTANCE

This Grouped Pool Billing Schedule is hereby verified as correct by the undersigned Customer, who acknowledges receipt of a copy.

CUSTOMER	SIGNATURE	TITLE	DATED
Memphis Merit Academy, Inc.	X	Founder and Executive Director	

SBS VL Grouped Pool Billing Schedule 10/01/2014

SHARP

SHARP BUSINESS SYSTEMS

AGREEMENT NO.
3225104

STATE AND LOCAL GOVERNMENT ADDENDUM

Addendum to Agreement # **3225104** , dated **4/16/2026**, between **Memphis Merit Academy, Inc.** , as Customer and **Sharp Electronics Corporation dba Sharp Business Systems**, as Lessor.

The parties wish to amend the above-referenced Agreement by adding the following language:

REPRESENTATIONS AND WARRANTIES OF CUSTOMER: You hereby represent and warrant to us that: (a) you have been duly authorized by the Constitution and laws of the applicable jurisdiction and by a resolution of your governing body to execute and deliver the Agreement and to carry out its obligations hereunder; (b) all legal requirements have been met, and procedures have been followed, including public bidding, in order to ensure the enforceability of the Agreement; (c) this Agreement is in compliance with all laws applicable to you, including any debt limitations or limitations on interest rates or finance charges; (d) the Equipment will be used by you only for essential governmental or proprietary functions of you consistent with the scope of your authority, will not be used in a trade or business of any person or entity, by the federal government or for any personal, family or household use; and your need for the Equipment is not expected to diminish during the term of the Agreement; (e) you have funds available to pay contracted Payments until the end of your current appropriation period, and you intend to request funds to make contracted Payments in each appropriation period, from now until the end of the term of this Agreement; and (f) your exact legal name is as set forth on page one of the Agreement.

NON-APPROPRIATION OR RENEWAL: If either sufficient funds are not appropriated to make contracted Payments or any other amounts due under this Agreement or (to the extent required by applicable law) this Agreement is not renewed, this Agreement shall terminate and you shall not be obligated to make contracted Payments under the Agreement beyond the then-current fiscal year for which funds have been appropriated. Upon such an event, you shall, no later than the end of the fiscal year for which contracted Payments have been appropriated, deliver possession of the Equipment to us. If you fail to deliver possession of the Equipment to us, the termination shall nevertheless be effective but you shall be responsible, to the extent permitted by law and legally available funds, for the payment of damages in an amount equal to the portion of contracted Payments thereafter coming due that is attributable to the number of days after the termination during which you fail to deliver possession and for any other loss suffered by us as a result of your failure to deliver possession as required. You shall notify us in writing within seven days after your failure to appropriate funds sufficient for the payment of the contracted Payments or (to the extent required by applicable law) this Agreement is not renewed, but failure to provide such notice shall not operate to extend the Agreement term or result in any liability to you.

TITLE TO THE EQUIPMENT: If the selected purchase option for this Agreement is $1.00 or $101.00, unless otherwise required by law, upon your acceptance of the Equipment, title to the Equipment shall be in your name, subject to our interest under this Agreement.

The parties wish to amend the above-referenced Agreement by restating the following language:

Any provision in the Agreement stating that the Agreement shall automatically renew unless the Equipment is purchased, returned or a notice requirement is satisfied is hereby amended and restated as follows: "This Agreement will renew for month-to-month terms unless you purchase or return the Equipment (according to the conditions herein) or send us written notice at least 30 days (before the end of any term) that you do not want it renewed."

Any provision in the Agreement stating that we may assign this Agreement is hereby amended and restated as follows: "We may sell, assign, or transfer this Agreement without notice to or consent from you, and you waive any right you may have to such notice or consent."

NOTE: SIGNER OF THIS DOCUMENT MUST BE SAME AS ON THE AGREEMENT. A FACSIMILE OF THIS DOCUMENT WITH SIGNATURE SHALL BE CONSIDERED TO BE AN ORIGINAL. CAPITALIZED TERMS IN THIS DOCUMENT ARE DEFINED AS IN THE AGREEMENT, UNLESS SPECIFICALLY STATED OTHERWISE.

Any provision in the Agreement stating that you grant us a security interest in the Equipment to secure all amounts owed to us under any agreement is hereby amended and restated as follows: "To the extent permitted by law, you grant us a security interest in the Equipment to secure all amounts you owe us under this Agreement, and you authorize us to file a UCC-1 financing statement."

Any provision in the Agreement stating that you shall indemnify and hold us harmless is hereby amended and restated as follows: "You shall not be required to indemnify or hold us harmless against liabilities arising from the Agreement. However, as between you and us, and to the extent permitted by law and legally available funds, you shall bear the risk of loss for, shall pay directly, and shall defend against any and all claims, liabilities, proceedings, actions, expenses, damages or losses arising under or related to the Equipment, including, but not limited to, the possession, ownership, lease, use or operation thereof, except that you shall not bear the risk of loss of, nor pay for, any claims, liabilities, proceedings, actions, expenses, damages or losses that arise directly from events occurring after you have surrendered possession of the Equipment in accordance with the terms of the Agreement to us or that arise directly from our gross negligence or willful misconduct."

Any provision in the Agreement stating that a default by you under any agreement with our affiliates or other lenders shall be an event of default under the Agreement is hereby amended and restated as follows: "You will be in default if: (a) you do not pay any Payment or other sum due to us under the Agreement when due or if you fail to perform in accordance with the covenants, terms and conditions of this Agreement, (b) you make or have made any false statement or misrepresentation to us, (c) you dissolve, terminate your existence or file bankruptcy, or (d) there has been a material adverse change in your financial, business or operating condition."

Any provision in the Agreement stating that you shall pay our attorneys' fees is hereby amended and restated as follows: "In the event of any dispute or enforcement of rights under this Agreement or any related agreement, you agree to pay, to the extent permitted by law and to extent of legally available funds, our reasonable attorneys' fees (including any incurred before or at trial, on appeal or in any other proceeding), actual court costs and any other collection costs, including any collection agency fee."

Any provision in the Agreement requiring you to pay amounts due under the Agreement upon the occurrence of a default, failure to appropriate funds or failure to renew the Agreement is hereby amended to limit such requirement to the extent permitted by law and legally available funds.

Any provision in the Agreement stating that the Agreement is governed by a particular state's laws and you consent to such jurisdiction and venue is hereby amended and restated as follows: "This Agreement will be governed by and construed in accordance with the laws of the state where you are located. You consent to jurisdiction and venue of any state or federal court in such state and waive the defense of inconvenient forum."

By signing this Addendum, Customer acknowledges the above changes to the Agreement and authorizes Lessor to make such changes. In all other respects, the terms and conditions of the Agreement remain in full force and effect and remain binding on Customer.

Sharp Electronics Corporation dba Sharp Business Systems	**Memphis Merit Academy, Inc.**
Lessor	Customer
	X
Signature	Signature
	Founder and Executive Director
Title Date	Title Date

NOTE: SIGNER OF THIS DOCUMENT MUST BE SAME AS ON THE AGREEMENT. A FACSIMILE OF THIS DOCUMENT WITH SIGNATURE SHALL BE CONSIDERED TO BE AN ORIGINAL. CAPITALIZED TERMS IN THIS DOCUMENT ARE DEFINED AS IN THE AGREEMENT, UNLESS SPECIFICALLY STATED OTHERWISE.

SHARP
SHARP BUSINESS SYSTEMS

v11.01.12

LEASE BUYOUT LETTER

without Equipment Return

LEASE BUYOUT LETTER

This will confirm the agreement between Sharp Business Systems ("SBS") and Memphis Merit Academy ("Customer" or "You") that SBS will provide Customer with payment in the amount of $50,775.18 in connection with Customer's lease No. 1870291 & 1680823 ("Lease"), between Customer and Dex Imaging ("Leasing Company") of the equipment set forth below ("Equipment"). However, it is agreed and understood that any and all past, current or future financial obligations or money owed on the Equipment will remain the obligation of Customer, including costs relating to the return or failure to the Equipment, any and all fees, taxes, charges and expenses not otherwise negotiated between the parties.

By signing this document, Customer acknowledges that Customer remains liable for all of its obligations under the Lease and that SBS assumes no financial or legal liability for the Equipment. Customer further agrees to indemnify SBS and hold SBS harmless from all loss, cost, damage or expense plus reasonable legal fees incurred by SBS in the event of any claim made against SBS by the Leasing Company or otherwise arising out of or relating to the Lease of the Equipment.

LEASING INFORMATION

Agreement #'s - 018-1680823-000
025-1870291-000, 025-3068267-000

Lease Quote Expiration: 5/7/2026

LEASING COMPANY

USBANK ☐ DLL ☐ GE CAPITAL ☐

Dex Imaging

WELLS FARGO ☐ OTHER

EQUIPMENT INFORMATION

MAKE	MODEL	SERIAL NUMBER
Canon	C357if	3QN01301
Canon	Image Press v900	2UL02145
Canon	ImageRunner DX C359if	4HU06863
Canon	ImageClass MF-1643i	34V09905
Canon	ImageRunner DX C259if	4BJ08371

AUTHORIZED CUSTOMER SIGNATURE

DATE

Lakenna Booker

PRINTED NAME

Founder and Executive Director

TITLE

Memphis Merit Academy

COMPANY NAME

Signed by:

Timothy Suder

A63983809F2140E

SHARP BUSINESS SYSTEMS REPRESENTATIVE

DATE

4/16/2026

SHARP
SHARP BUSINESS SYSTEMS

LEASE BUYOUT LETTER

v11.01.12

EQUIPMENT INFORMATION		
MAKE	MODEL	SERIAL NUMBER

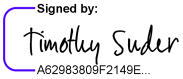
docusign

Certificate Of Completion

Envelope Id: B2079CA6-AA99-8387-821A-87CFC826A2BB
Status: Sent
Subject: Documents for your DocuSign Signature
Source Envelope:
Document Pages: 14
Signatures: 3
Envelope Originator:
Certificate Pages: 5
Initials: 0
Timothy Suder
AutoNav: Enabled
timothy.suder@sharpusa.com
EnvelopeId Stamping: Enabled
IP Address: 155.226.129.250
Time Zone: (UTC-05:00) Eastern Time (US & Canada)

Record Tracking

Status: Original
4/16/2026 10:43:06 AM
Holder: Timothy Suder
timothy.suder@sharpusa.com
Location: DocuSign

Signer Events	Signature	Timestamp
Timothy Suder timothy.suder@sharpusa.com Major Accout Executive Security Level: Email, Account Authentication (None)	Signed by:  A62983809F2149E... Signature Adoption: Pre-selected Style Using IP Address: 143.59.218.154	Sent: 4/16/2026 10:51:21 AM Viewed: 4/16/2026 10:51:36 AM Signed: 4/16/2026 10:51:53 AM
Electronic Record and Signature Disclosure: Not Offered via Docusign		
Lakenna Booker lbooker@memphismeritacademy.org Founder and Executive Director Security Level: Email, Account Authentication (None)		Sent: 4/16/2026 10:51:56 AM Viewed: 4/16/2026 12:57:23 PM
Electronic Record and Signature Disclosure: Accepted: 4/16/2026 12:57:23 PM ID: 416f0ba4-b8a6-4e04-914e-88875f12afae		

In Person Signer Events	Signature	Timestamp

Editor Delivery Events	Status	Timestamp

Agent Delivery Events	Status	Timestamp

Intermediary Delivery Events	Status	Timestamp

Certified Delivery Events	Status	Timestamp

Carbon Copy Events	Status	Timestamp
Donald Daugherty ddaugherty@memphismeritacademy.org Security Level: Email, Account Authentication (None)		
Electronic Record and Signature Disclosure: Not Offered via Docusign		
Angelina McCoach amccoach@memphismeritacademy.org.orgorg Security Level: Email, Account Authentication (None)		
Electronic Record and Signature Disclosure: Not Offered via Docusign		

Witness Events	Signature	Timestamp

Notary Events	Signature	Timestamp

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	4/16/2026 10:51:21 AM
Certified Delivered	Security Checked	4/16/2026 12:57:23 PM

Payment Events	Status	Timestamps

Electronic Record and Signature Disclosure

ELECTRONIC RECORD AND SIGNATURE DISCLOSURE

From time to time, Sharp (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

Getting paper copies

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a $0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

Withdrawing your consent

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

Consequences of changing your mind

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

All notices and disclosures will be sent to you electronically

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

How to contact Sharp:

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:
To contact us by email send messages to: kirk.puterbaugh@sharpusa.com

To advise Sharp of your new email address

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at kirk.puterbaugh@sharpusa.com and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

To request paper copies from Sharp

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to kirk.puterbaugh@sharpusa.com and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

To withdraw your consent with Sharp

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;

ii. send us an email to kirk.puterbaugh@sharpusa.com and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

Required hardware and software

The minimum system requirements for using the DocuSign system may change over time. The current system requirements are found here: https://support.docusign.com/guides/signer-guide-signing-system-requirements.

Acknowledging your access and consent to receive and sign documents electronically

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

By selecting the check-box next to 'I agree to use electronic records and signatures', you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify Sharp as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by Sharp during the course of your relationship with Sharp.

Coversheet

Board on Track

Section: IV. Contracts Review
Item: A. Board on Track
Purpose: Discuss
Submitted by:
Related Material: Memphis Merit Academy Charter School - Renewal 2026-2027 (1).pdf

BoardOnTrack
BY TRANSACT

Renewal Membership Agreement: 2026-2027

Term and Fee

The agreement below outlines the term and fee associated with your BoardOnTrack membership renewal. Your membership fee is due 30 days prior to the Renewal Start Date.

After you electronically sign this contract, we will send an invoice to the invoice email address listed below. Please let us know if any billing information is incorrect. It is okay to sign the contract and then let us know via email of any changes to billing information.

Member Billing Information

Member	Memphis Merit Academy Charter School
Billing Address	4075 American Way Memphis, TN 38118
Billing Contact Name	Lakenna Booker
Billing Contact Role	Head of School
Billing Contact Email Address	lbooker@memphismeritacademy.org
Billing Contact Phone Number	(901) 617-3690

Invoice Will Be Sent To:	**lbooker@memphismeritacademy.org**

Membership Terms

Renewal Start Date	06 / 01 / 2026
Membership Package	Acceleration
Membership Term	1 year
Membership Fee	$12,267.00
Plus Sales Tax As Applicable	TBD

By signing this agreement, Memphis Merit Academy Charter School agrees to the terms described above.

Authorized Signature

Accepted By (Member) _____

Printed Name: _____ Date of Member Acceptance: _____

I read, understand, and accept the BoardOnTrack Terms and Conditions available here. I certify that I am authorized to sign and enter into an agreement for the organization purchasing the BoardOnTrack Membership. Note: You can find BoardOnTrack's W-9 form here.

Coversheet

Array Education (LIT)

Section:	IV. Contracts Review
Item:	B. Array Education (LIT)
Purpose:	Discuss
Submitted by:	
Related Material:	BusDev_Proposal_SchoolSupport_MemphisMerit_FY27_v3 (1).pdf

Because reading is believing.

LIT SCHOOL SUPPORT PROPOSAL

Memphis Merit Academy SY26-27

Thank you for your interest in working with Lit and your commitment to ensuring every kid, everywhere, is a reader. The following is a proposal representative work Lit could do to serve your system and/or school(s). The proposal is not final until all parties agree on the content.

About Lit

Lit is on a mission to ensure every kid, everywhere, is a reader. We partner with school and system leaders to build, implement, and sustain reading ecosystems rooted in research and instructional equity. By translating the science of reading into scalable programs and replicable practices, we help school systems achieve equitable reading outcomes for all students. 96% of Lit's clients report building systems aligned to research-based practices, and system audits confirm that 100% of clients increase their alignment to research-based practices after two years of partnership with Lit.

What Makes Us Different:

- **We see the system.** Student and teacher success relies on a set of complex, interconnected systems and structures. We believe focusing at the system level creates more sustainable change.
- **We translate research into practice.** Our work is grounded in Lit's proprietary Reading Ecosystem Alignment Diagnostic (READ), which translates the science of reading into tangible, research-based practices and actions for system leaders. The READ helps us answer, "What needs to happen next for kids, teachers, and leaders?"
- **We're in it for the long haul.** Our multi-phased approach is designed to offer support through all phases of change, from identifying system needs to implementing your vision.
- **We build your muscles.** We're coaches in your hallways and partners in your planning. Our job — from beginning to end — is to build your confidence and skills in leading the work when we're no longer with you.
- **We focus exclusively on literacy.** Lit believes that literacy underpins academic success. While many of our clients find the work we do with them to establish strong systems and facilitate cycles of continuous improvement is transferable to other contents and contexts, Lit focuses solely on literacy. Our Lit Partners are deeply versed in the science of reading and specific literacy curricula and assessments. They are skilled literacy teachers, coaches of literacy teachers, data analysts, and strategic planners.

Lit's approach is built on **Lit's Reading Ecosystem Alignment Diagnostic (READ)**, a proprietary framework that translates decades of research on reading, cognitive science, instructional practice, and instructional leadership into measurable, actionable components. Lit grounds measurement of programmatic change in Thomas R. Guskey's framework for evaluating professional learning.

Our goal is to ensure each system we partner with can autonomously sustain a strong reading ecosystem that produces equitable outcomes with all students.

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Overview

Client Contact Information	Memphis Merit Academy 4075 American Way Memphis, TN 38118 Client Contact: Lakenna Booker Founder and Head of School lbooker@memphismeritacademy.org
Duration	July 1, 2026 - June 30, 2027
General Details	The proposal assumes that Lit will be working with the following schools across your system: School: Memphis Merit Academy Charter School — Grade(s): K-8
What to Expect as a result of a Lit learning journey	Leaders and teachers will articulate a shared vision of what excellence for HQIM implementation looks like. Key leaders will receive design support and coaching on the following areas integral to a healthy reading ecosystem: • Priority Planning & Developing Cycles of Improvement • Data-Driven Instruction & Executing Cycles of Improvement • Observation and Feedback & Instructional Planning • Change Management The system will establish consistent cycles of improvement focused on HQIM implementation including: cadence of classroom walkthroughs, implementation look-for tracking, and system/school/grade-level professional learning in response to implementation data.

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Proposed Scope of Work

Detailed descriptions of each service are included on pages 5-6.

Option 1: Coaching for One Literacy Leader

Service	Frequency & Duration
Implementation Support	
Instructional Coaching Visits (In-Person)	**3, 1-day Instructional Coaching Visits** with pre- and post- data and planning meetings
Senior System Leader Coaching (Virtual)	**5, 60-minute priority planning meetings** for 1 senior system leader(s) to build leader capacity and monitor and accelerate progress
System Literacy Leader Instructional Coaching (Virtual)	**20, 60-minute coaching meetings** for up to 1 system leader
Leader & Teacher Professional Learning Community (PLC) (Virtual)	**5, 60-minute PLC meetings** for up to 20 teachers & leaders
SY26-27 Total	**$89,000**

Cost Inclusions

All pricing includes:

- 1, 90-minute Orientation
- 1, 90-minute end-of-year close-out meeting
- quarterly, 60-minute Oversight Meetings with key stakeholders to monitor progress of partnership and troubleshoot (per year)
- All travel and accommodation expenses for on-site visits
- Technology platform access for virtual sessions
- Ongoing asynchronous feedback between scheduled sessions

Payment Schedule

- The payment schedule will be determined in partnership with the client

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Option 2: Coaching for Two Literacy Leaders

Service	Frequency & Duration
Implementation Support	
Instructional Coaching Visits (In-Person)	**3, 1-day Instructional Coaching Visits** with pre- and post- data and planning meetings
Senior System Leader Coaching (Virtual)	**5, 60-minute priority planning meetings** for 1 senior system leader(s) to build leader capacity and monitor and accelerate progress
System Literacy Leader Instructional Coaching (Virtual)	**20, 60-minute coaching meetings** for up to 2 system leaders
Leader & Teacher Professional Learning Community (PLC) (Virtual)	**5, 60-minute PLC meetings** for up to 20 teachers & leaders
SY26-27 Total	**$116,000**

Cost Inclusions

All pricing includes:

- 1, 90-minute Orientation
- 1, 90-minute end-of-year close-out meeting
- quarterly, 60-minute Oversight Meetings with key stakeholders to monitor progress of partnership and troubleshoot (per year)
- All travel and accommodation expenses for on-site visits
- Technology platform access for virtual sessions
- Ongoing asynchronous feedback between scheduled sessions

Payment Schedule

- The payment schedule will be determined in partnership with the client

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Engagement Details: Service Descriptions

Lit Implementation Phase Learning Journey

Through implementation support Lit will work with a core group of leaders and teacher-leaders from the system that are responsible for the alignment and implementation of the research aligned reading ecosystem. This team will include the most senior level leader who has decision making rights over literacy programming and priority planning as well as system level level leader(s) who are responsible for the implementation, monitoring, and coaching of others to implement all of the components of the reading ecosystem as well as the key building leaders directly responsible for supporting teacher implementation of the curriculum.

To support the growth and effectiveness of the reading ecosystem, our engagement features a continuous cycle of data analysis, action planning, observation, and coaching. This cycle will involve both virtual and in-person collaboration. Specifically, we will engage in multiple instructional coaching visits aligned with the natural data cycles of schools. System-level and building-level leaders will have frequent touchpoints with Lit Partners between instructional coaching visits for ongoing coaching, data analysis, and action planning.

Instructional Coaching Visits: During each in-person visit, the following objectives will guide our focus:
System and Building Level Leaders will:

1. Engage in monitoring and measuring their system's progress against their improvement cycle goals
2. Practice and receive feedback on crucial leadership levers such as:
    a. Data strategy and analysis
    b. System- and building-level observation and feedback
    c. Priority planning and monitoring
    d. Professional learning
    e. Change management
3. Engage in setting new goals for an upcoming improvement cycle

System and Building Leader Instructional Coaching & Priority Planning: Between instructional coaching visits, virtual 1:1 or small-group instructional coaching and priority planning meetings aim to continuously enhance the reading ecosystem and develop system leaders' skills through a cyclical process of monitoring, coaching, practice, and planning. Virtual coaching sessions are aimed at developing instructional leadership skills, including:

- Data strategy and analysis
- System- and building-level observation and feedback
- Priority planning and monitoring
- Professional learning
- Change management

These sessions may include review of videos of professional learning, coaching, and teaching, collaborative analysis of the latest system, school, classroom, and student literacy data to identify and plan response to trends, action planning, etc. This coaching support for leaders will equip them to lead change effectively while honing their instructional leadership skills. Lit will support leaders in co-planning for continued teacher-facing curriculum-based professional learning during these sessions.

Leader + Teacher Professional Learning Community (PLC): Lit will facilitate virtual professional learning community sessions (PLCs) to deepen content and curriculum knowledge and build coaching and data analysis

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skills to accelerate progress during improvement cycles for leaders and teachers. While topics may vary based on data trends, these virtual group sessions will prepare teachers to better implement HQIM and respond to data and leaders to plan and lead future teacher professional learning sessions.
Outcomes:

- Apply research-driven practices to literacy classroom contexts
- Analyze student needs, evaluate instructional strengths and gaps, and implement evidence-based reading instruction through high quality instructional materials that dismantles inequities

Oversight: Oversight meetings involve collaborative problem-solving and feedback exchange to address partnership challenges as they arise.

Lit Support Staffing: Lit will allocate the following staff to support the implementation phase of the work:

- A **Managing Partner** to:
  - Supervise the yearlong priority plan and ensure improvement cycles drive towards annual goals and priorities set in collaboration with the client
  - Provide executive coaching to the decision-maker of the client's literacy leadership team
  - Manage the partnership, act as the primary contact for the system and foster partnership health
- **Partner(s)** to:
  - Coach members of the client's literacy leadership team on critical leadership levers, such as:
    - Data strategy and analysis
    - Building-level observation and feedback
    - Priority planning and monitoring
    - Professional learning
    - Change management

Note: depending on the size of the engagement, Lit may need to add additional Partners to the partnership to ensure that all coaching, planning, and data cycles are completed as per our final agreement.

Next Steps

When you are ready to discuss the proposal, please schedule a time to talk with the Lit team. We will create a formal service agreement once you agree to the above terms.

Last Word

Thank you for your interest in working with Lit and your commitment to ensuring every kid, everywhere, is a reader. We look forward to working with you and your team!

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Coversheet

SchoolRunner

Section: IV. Contracts Review
Item: C. SchoolRunner
Purpose: Discuss
Submitted by:
Related Material: 2026-0407 - Memphis Merit Academy Charter School (Q-23960-1) (1).pdf

Renewal for
Memphis Merit Academy Charter School

Q-23960

Expires on:
7/1/2026

SchoolMint Inc.
319 Monroe Street
Lafayette, LA 70501
info@schoolmint.com

This Order Form (this "Agreement") is entered into as of

(the "Effective Date"), by and between Memphis Merit Academy Charter School("Client"), and SchoolMint Inc., a Delaware corporation ("SchoolMint"); for a subscription to one or more of SchoolMint's Software-as-a-Service programs, related software, documentation and/or services related thereto as set forth below (collectively, the "Services"); subject to the terms set forth in the Terms of Service entered into as of the Effective Date by and between SchoolMint and Client, which are incorporated and made a part of this Order Form.

Subscription Term
Access to the services described below shall remain in effect from 7/1/2026 until 6/30/2027.

Licensed Services and Associated Fees
The following Services are licensed for Client use.

Period 1: 7/1/2026-6/30/2027

PRODUCT NAME	DESCRIPTION	QTY	EXTENDED
Schoolrunner	School data management software	299	$12,724.73
		Period 1: 7/1/2026-6/30/2027 TOTAL:	$12,724.73

Discounts, if any, are only applicable to the first year of the subscription term. All renewals will be at SchoolMint's then current rates.

Services
All unused services purchased expire after 12 months. There are no refunds or credits issued for unused services.

Role Definition and Agreement: The undersigned is authorized to bind the Client including, without limitation, to approve and execute the Agreement, make changes to the Agreement, and to serve as the primary point of communication between Client and SchoolMint. The undersigned acknowledges that, in the event of any conflicts, SchoolMint's Terms of Service, any Scope of Work, and Order Form (Collectively, "This Agreement") shall prevail over any other terms and conditions, including but not limited to the Client's Purchase Order.

By signing below, I hereby acknowledge that I have received, read, and am authorized to accept Schoolmint's \Terms of Service (v1.24)1\ (https://schoolmint.com/terms-of-service/) and \DPA1\

(https://schoolmint.com/student-data-privacy-agreement/).

Memphis Merit Academy Charter School	**SchoolMint Inc.**
By:	By:
_____	_____
Name:	Name:
_____	_____
Title:	Title:
_____	_____
Date:	Date:
_____	_____

Client Information Sheet

Main Contact

Name _____

Phone _____

Email Address _____

Address _____

Title _____

Secondary Contact

Name _____

Phone _____

Email Address _____

Title _____

Technical Contact

Name _____

Phone _____

Email Address _____

Title _____

Billing/Invoicing Contact:

Organization Name that should appear on the Invoice: _____

Attention to & Address Invoice Should be Sent to: _____

Phone _____

Email Address _____

Please confirm with your procurement department if a PO is required prior to invoicing. If required, please indicate below and submit a copy to **orders@schoolmint.com** along with this order form to avoid delays.

PO required?

Tax Exempt?

If tax exempt, a copy of your tax exemption certificate must be submitted along with this order form.

Coversheet

i-Ready Testing

Section: IV. Contracts Review
Item: D. i-Ready Testing
Purpose: Discuss
Submitted by:
Related Material: 2.12.26 Memphis Merit Renewal A&I + iRCL K-8 (1).pdf

Curriculum Associates

Prepared For:
Angelina McCoach
Memphis Merit Acad CS
4075 American Way,
Memphis, TN 38118

2/12/2026

Dear Angelina McCoach,

Thank you for requesting a price quote from Curriculum Associates. The chart below provides a summary of the products and i-Ready Partner Services included. If you have any questions or would like any changes, please contact us.

Implementation Starting: 2026-2027 Quote ID: 442529.3 Quote Valid through: 12/31/2026

Product	List Price	Net Price
i-Ready Classroom	$31,185.00	$26,507.25
i-Ready	$24,330.00	$24,330.00
Toolbox	$4,140.00	$3,519.00
Professional Learning	$8,000.00	$8,000.00
i-Ready Partners Services	$4,000.00	$0.00
	List Total:	$71,655.00
	Savings:	$9,298.75
	Shipping/Tax/Other:	$1,880.76
	Total:	**$64,237.01**

Thank you again for your interest in Curriculum Associates.

Sincerely

Lexy Beckwith
(629) 255-6272
lbeckwith@cainc.com

i-Ready Partners Services Includes:

- *Initial Implementation Services: Provisioning, Initial Rostering, Hosting, Technology Assessment*
- *Implementation Management: Implementation Guidance, Realtime Achievement Data After Every Assessment, Ongoing Data Management*
- *Staff Development Consultation and Resources: Consultative services to help you plan and make the most of Professional Learning sessions, and i-Ready Central Self-Service Resources*
- *Technical Support: Proactive Network Monitoring & Issue Notification, Annual Health Check, Technical Support*

Please submit this quote with your purchase order

Curriculum Associates

Quote ID: 442529.3 **Date:** 2/12/2026 **Quote Valid through:** 12/31/2026

Prepared For:
Angelina McCoach
Memphis Merit Acad CS
4075 American Way,
Memphis, TN 38118
amccoach@memphismeritacademy.org
9012401009

Your Representative:
Lexy Beckwith
(629) 255-6272
lbeckwith@cainc.com

Memphis Merit Acad CS 4075 American Way, Memphis, TN 38118

Total Building Enrollment: 594, Grade Range: K - 5

Product Name	Grade	Item #	Qty	List Price	Net Price	Total
Online Educator Learning Site License - Digital PL Courses and Personalized Learning to Complement Professional Learning Sessions	Multiple	40124.0	1	$0.00	$0.00	$0.00
Professional Learning Session (up to 6 hours) AY 26-27	Multiple	38559.0	4	$2,000.00	$2,000.00	$8,000.00
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade K 1 Year	K	35274.0	105	$33.00	$28.05	$2,945.25
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 1 1 Year	1	35275.0	105	$33.00	$28.05	$2,945.25
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 2 1 Year	2	35276.0	105	$33.00	$28.05	$2,945.25
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 3 1 Year	3	35277.0	75	$33.00	$28.05	$2,103.75
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 4 1 Year	4	35278.0	75	$33.00	$28.05	$2,103.75
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 5 1 Year	5	35279.0	75	$33.00	$28.05	$2,103.75
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 6 1 Year	6	35280.0	75	$33.00	$28.05	$2,103.75
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 7 1 Year	7	35281.0	75	$33.00	$28.05	$2,103.75
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 8 1 Year	8	35282.0	55	$33.00	$28.05	$1,542.75
i-Ready Classroom 2024 Mathematics Teacher Digital Access Volume 1 + 2 Grade K-8 1 Year	K-8	35595.0	22	$300.00	$255.00	$5,610.00
i-Ready Partners Core Support - Provisioning + Tech Support + Hosting + Data Management + Implementation Planning + Data Reviews + and Check ins 1 Year	Multiple	27034.0	1	$2,000.00	$0.00	$0.00
i-Ready Assessment and Personalized Instruction Math and Reading Site License 501-800 Students 1 Year	K-8	15004.0	1	$24,330.00	$24,330.00	$24,330.00
i-Ready Partners Implementation Support - Provisioning + Tech Support + Hosting + Data Management + Implementation Planning + Data Reviews + and Check ins 1 Year	Multiple	27939.0	1	$2,000.00	$0.00	$0.00
Teacher Toolbox Access Reading + Writing Per Site 501-800 students 1 Year	K-8	28348.0	1	$4,140.00	$3,519.00	$3,519.00

Total	
List Total:	$71,655.00
Savings:	$9,298.75
Merchandise Total:	$62,356.25
Voucher/Credit:	$0.00
Estimated Tax:	$0.00
Estimated Shipping:	$1,880.76
Total:	**$64,237.01**

Special Notes

All i-Ready purchases require professional learning.
15% Partnership Discount applied to Toolbox contingent upon purchase of i-Ready.

F.O.B.: N. Billerica, MA 01862
Shipping: Shipping based on MDSE total
Terms: Net 30 days, pending credit approval
Fed. ID: #26-3954988

Please submit this quote with your purchase order

N1

Curriculum Associates, 153 Rangeway Road, North Billerica MA 01862-2013
Phone: 800-225-0248, Fax: 800-366-1158, E-Mail: orders@cainc.com, Website: CurriculumAssociates.com

Curriculum Associates

Quote ID: 442529.3 **Date:** 2/12/2026 **Quote Valid through:** 12/31/2026

Prepared For:
Angelina McCoach
Memphis Merit Acad CS
4075 American Way,
Memphis, TN 38118
amccoach@memphismeritacademy.org
9012401009

Your Representative:
Lexy Beckwith
(629) 255-6272
lbeckwith@cainc.com

i-Ready Classroom

Product Name	Item #	Qty	List Price	Net Price	Total
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade K 1 Year	35274.0	105	$33.00	$28.05	$2,945.25
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 1 1 Year	35275.0	105	$33.00	$28.05	$2,945.25
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 2 1 Year	35276.0	105	$33.00	$28.05	$2,945.25
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 3 1 Year	35277.0	75	$33.00	$28.05	$2,103.75
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 4 1 Year	35278.0	75	$33.00	$28.05	$2,103.75
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 5 1 Year	35279.0	75	$33.00	$28.05	$2,103.75
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 6 1 Year	35280.0	75	$33.00	$28.05	$2,103.75
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 7 1 Year	35281.0	75	$33.00	$28.05	$2,103.75
i-Ready Classroom 2024 Mathematics Student Worktext with Digital Access Grade 8 1 Year	35282.0	55	$33.00	$28.05	$1,542.75
i-Ready Classroom 2024 Mathematics Teacher Digital Access Volume 1 + 2 Grade K-8 1 Year	35595.0	22	$300.00	$255.00	$5,610.00
				i-Ready Classroom Subtotal:	$26,507.25

i-Ready

Product Name	Item #	Qty	List Price	Net Price	Total
i-Ready Assessment and Personalized Instruction Math and Reading Site License 501-800 Students 1 Year	15004.0	1	$24,330.00	$24,330.00	$24,330.00
				i-Ready Subtotal:	$24,330.00

Toolbox

Product Name	Item #	Qty	List Price	Net Price	Total
Teacher Toolbox Access Reading + Writing Per Site 501-800 students 1 Year	28348.0	1	$4,140.00	$3,519.00	$3,519.00
				Toolbox Subtotal:	$3,519.00

Professional Learning

Product Name	Item #	Qty	List Price	Net Price	Total

Online Educator Learning Site License - Digital PL Courses and Personalized Learning to Complement Professional Learning Sessions	40124.0	1	$0.00	$0.00	$0.00
Professional Learning Session (up to 6 hours) AY 26-27	38559.0	4	$2,000.00	$2,000.00	$8,000.00
				Professional Learning Subtotal:	$8,000.00

i-Ready Partners Services

Product Name	Item #	Qty	List Price	Net Price	Total
i-Ready Partners Core Support - Provisioning + Tech Support + Hosting + Data Management + Implementation Planning + Data Reviews + and Check ins 1 Year	27034.0	1	$2,000.00	$0.00	$0.00
i-Ready Partners Implementation Support - Provisioning + Tech Support + Hosting + Data Management + Implementation Planning + Data Reviews + and Check ins 1 Year	27939.0	1	$2,000.00	$0.00	$0.00
				i-Ready Partners Services Subtotal:	$0.00

Total	
List Total:	$71,655.00
Savings:	$9,298.75
Merchandise Total:	$62,356.25
Voucher/Credit:	$0.00
Estimated Tax:	$0.00
Estimated Shipping:	$1,880.76
Total:	**$64,237.01**

Special Notes

All i-Ready purchases require professional learning.
15% Partnership Discount applied to Toolbox contingent upon purchase of i-Ready.

F.O.B.: N. Billerica, MA 01862
Shipping: Shipping based on MDSE total
Terms: Net 30 days, pending credit approval
Fed. ID: #26-3954988

Please submit this quote with your purchase order

N1

Curriculum Associates, 153 Rangeway Road, North Billerica MA 01862-2013
Phone: 800-225-0248, Fax: 800-366-1158, E-Mail: orders@cainc.com, Website: CurriculumAssociates.com

Curriculum Associates

Information on Professional Learning Sessions

Protecting the health and safety of the educators we serve and their students, as well as the health and safety of our employees, is of paramount importance to Curriculum Associates. In the event of a (i) government-declared public health emergency or (ii) weather event, that materially impacts in-person instruction, sessions may transition to a virtual format. Curriculum Associates' policy is to only provide PL sessions in person where one of our employees can reach the session site by car and where adequate safety measures are in place to protect the health of our session leaders and participants. Curriculum Associates reserves the right to switch any session from in-person to virtual if we cannot safely reach a session site, or if adequate health safety measures cannot be put in place.

If your school or district will not permit visitors at the time of a scheduled session, Curriculum Associates would be happy to provide an equivalent live, virtual session via videoconference. Similarly, Curriculum Associates will comply with your school or district's health and safety requirements regarding on-site visitors if we are given adequate advance notice.

Any questions regarding scheduling in-person or virtual training sessions should be directed to pdoperations@cainc.com.

Curriculum Associates, 153 Rangeway Road, North Billerica MA 01862-2013
Phone: 800-225-0248, Fax: 800-366-1158, E-Mail: orders@cainc.com, Website: CurriculumAssociates.com

Curriculum Associates®

Notice for Usage of Teacher Toolbox Materials

Thank you for your interest in Teacher Toolbox! Teacher Toolbox is a digital collection of instructional materials, designed to support teachers in delivering research-based instruction, remediation, and enrichment to students in Grades K–8.

Your Teacher Toolbox subscription provides access to Teacher Toolbox content for Grades K–8. During this time, educators may use Teacher Toolbox materials during whole class and small group instruction, for individual assignments, and may post student-facing Teacher Toolbox PDFs on a password-protected learning management system (LMS). Please be aware that files expire on June 30 of each year for purposes of Teacher Toolbox maintenance and updates. If you add files to an LMS, this expiration date may require that you re-load these files after this date.

Curriculum Associates, 153 Rangeway Road, North Billerica MA 01862-2013
Phone: 800-225-0248, Fax: 800-366-1158, E-Mail: orders@cainc.com, Website: CurriculumAssociates.com

i-Ready Partners

Unparalleled Service and Educator Support

The *i-Ready Partners* team was born from our core value: the quality of our services is as important as the quality of our products. Know that when you implement our programs, your local *i-Ready Partners* will be there to support your team every step of the way.

Service Components

Our *i-Ready Partners* team is tasked with helping you implement our programs to meet ambitious district goals. *i-Ready Partners* support includes:

- **An Account Manager You Know on a First-Name Basis:** Dedicated account managers are your point of connection to a powerful network of *i-Ready* experts focused on making your implementation successful.
- **Consultative Professional Development Planning:** Tailored professional development plans ensure that PD is tied to your implementation goals and that educators are equipped to optimize the use of our programs from day one.
- **Real-Time Achievement Data after Every Assessment:** Detailed student achievement analytics to empower data-driven practices in classrooms.
- **Educational Consultants to Help You Know What's Coming Next:** Educational consultants to keep you up to speed on our latest research, development, and best practices.
- **Technical Support and Health Checks:** Proactive support that anticipates and heads off issues before they start—and is there for you should they arise.



Account Management



Professional Development



Educational Consultants



Achievement Analytics



Technical Support

Your *i-Ready Partners* Team

Dedicated to helping you implement *i-Ready* programs and achieve your district goals



Curriculum Associates

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Curriculum Associates®

Placing an Order

Email: Orders@cainc.com

Submit PO by Mail:
ATTN: CUSTOMER SERVICE DEPT.
Curriculum Associates LLC
153 Rangeway Rd
North Billerica, MA 01862-2013

Submit Order by Check:
Curriculum Associates, LLC
PO Box 936600
Atlanta, GA 31193-6600

Please visit CurriculumAssociates.com for more information about placing orders or contact CA's customer service department (1- 800-225-0248) and reference quote number for questions.
Please attach quote to all signed purchase orders.
If tax exempt, please submit a valid exemption certificate with PO and quote in order to avoid processing delays. Exemption certificates can also be submitted to exempt@cainc.com.

Shipping Policy

Unless otherwise noted, shipping costs are calculated as follows:

Order Amount	Freight Amount
$74.99 or less	Max charge of $12.75
$75.00 to $999.99	12% of order
$1,000 to $4,999.99	10% of order

Order Amount	Freight Amount
$5,000.00 to $99,999.99	9% of order
$100,000 and more	8% of order

Please contact your local CA representative or customer service (1-800-225-0248) for expedited shipping rates. The weight limit for an expedited order is **500lbs**.

The enhanced shipping and handling services listed below are available upon request subject to the availability of our carrier partners. Please notify us of these delivery requests prior to submitting your PO so that we can include the service on your quote appropriately:

- White Glove Delivery Service $1000/delivery/site

If our carrier partners are unable to deliver to the location instructed on the PO or you need to change the time or location of delivery, one or more of the following fees may be applicable:

- Delivery Address Change $500/shipment location
- Freight Storage $1000/shipment location
- Freight Carrier Redelivery $350/pallet

Unless otherwise expressly indicated, the shipping terms for all deliveries is FOB CA's Shipping Point (whether to a CA or third party facility). Risk of loss and title is passed to purchaser upon transfer of the goods to carrier, standard shipping charges (listed above) are added to the invoice or included in the unit price unless otherwise specified.

Supply chain challenges outside of Curriculum Associates' control may impact inventory availability for print product. We recommend submission of purchase orders as soon as possible to help ensure timely delivery.

Payment Terms

Payment terms are as follows:

- With credit approval: Net 30 days
- Without credit approval: payment in full at time of order
- Accounts must be current before subsequent shipments are made

To ensure payment processing is timely and environmentally conscious, CA encourages ACH payments. If you would like to pay via ACH, please request remittance information by emailing AR@cainc.com.
Please send any payment notifications to payments@cainc.com. Credit card payments are only accepted for purchases under $50,000.

Invoice Receipt Preference

CA is pleased to offer electronic invoice delivery. Electronic invoice delivery allows CA to deliver your invoice in a timely and environmentally friendly manner. To request electronic invoice delivery please contact the CA Accounts Receivable team at invoices@cainc.com or by fax (1- 800-366-1158). Please reference your quote number, provide a valid email address where the invoice should be directed, and indicate you would like to opt into electronic invoice delivery.

Terms of Service

Customer's use of i-Ready® shall be subject to the i-Ready Terms and Conditions of Use, which can be found at i-ready.com/support. Customer's professional learning sessions will expire two years following the date of your purchase order or the implementation year noted on your quote, whichever comes first and are subject to the Professional Learning Terms of Service, which can be found at curriculumassociates.com/support/privacy-and-policies.

Return Policy

For any non-print products - your subscription may be terminated and you may request a pro-rata refund for unused services within 90 days of license start date. For Professional Learning services, you may request a refund for unused services within 90 days of purchase date. After 90 days, your non-print products and Professional Learning purchase shall be final and no refunds are available. Except for materials sold on a non-refundable basis, purchaser may return, at purchaser risk and expense, purchased print materials with pre-approval from CA's Customer Service department within 12 months of purchase. Please examine your order upon receipt. Before returning material, call CA's Customer Service department (1 -800-225-0248 option 2) for return authorization and documentation. When returning material, please include your return authorization number and the return form that will be provided to you by CA's Return department. We do not accept returns on unused i-Ready or Toolbox licenses®, materials that have been used and/or are not in "saleable condition," and individual components of kits or sets including but not limited to BRIGANCE® Kits, Ready® student and teacher sets, i-Ready Classroom® student and teacher sets, and Magnetic Foundation and Literacy classroom kits.

Coversheet

Code Crew

Section: IV. Contracts Review
Item: E. Code Crew
Purpose: Discuss
Submitted by:
Related Material:
Code Crew - Memphis Merit Academy Charter School 2026 - 2027 Proposal (1).pdf

Memphis Merit Academy Charter School 2026 – 2027

Prepared for:
Lakenna Booker
Executive Director
Memphis Merit Academy Charter School

Prepared by:
Jean Francois Mahoro
Director of K-12
CodeCrew

Table of Contents

1. Cover Letter
2. Overview
3. Courses Details
4. Cost
5. Approval

Cover Letter

Dear Lakenna Booker,

I am writing with great enthusiasm to propose an exciting collaboration between Memphis Merit Academy Charter School and CodeCrew to enhance your students' exposure to cutting-edge technology through our comprehensive computer science programming. As a passionate advocate for advancing technological literacy among students, I am eager to introduce a dynamic learning experience designed to empower students with 21st-century skills.

In today's digital world, early exposure to computer science is essential for academic and career success. As industries continue to evolve with technology at the forefront, it is crucial that students gain hands-on experience with emerging technologies that shape our future. Recognizing the importance of this, CodeCrew is excited to present a proposal tailored to Memphis Merit Academy Charter School that will provide students with foundational skills that foster problem-solving, creativity, and critical thinking.

By partnering with CodeCrew, Memphis Merit Academy Charter School can offer students the opportunity to build computational thinking skills, explore career pathways in technology, and develop the confidence to engage with cutting-edge tools that will define their future.

Please feel free to contact me at your earliest convenience at jean@code-crew.org to schedule a meeting or address any questions you may have.

Thank you for considering this opportunity. I am confident that together, we can inspire the next generation of innovators and equip them with the skills they need to succeed in an increasingly digital world.

Jean François Mahoro

CodeCrew

Director of K-12



Overview

CodeCrew is excited to partner with Memphis Merit Academy Charter School to offer Computer Science (CS) courses designed to introduce the basics to students. CodeCrew will provide students with hands-on learning experiences that develop critical thinking, creativity, and problem-solving skills, preparing them for future success in technology-driven fields.

Goals

- Introduce students to fundamental Computer Science concepts.
- Develop problem-solving, logical reasoning, and computational thinking skills.
- Foster creativity and innovation through hands-on, project-based learning.
- Provide students with exposure to cutting-edge technology that aligns with industry trends.
- Prepare students for future educational and career opportunities in STEM-related fields.

CodeCrew Course Model

Objective

Rooted in CodeCrew's mission to *"Empower the Next Generation of Tech Leaders,"* the camp provides equitable access to high-quality computer science education. Students explore foundational CS concepts, gain hands-on programming experience, and build confidence as creators of technology not just consumers.

Purpose & Need

Many students enter high school without foundational exposure to computer science. This course addresses that gap by introducing essential computing skills early, supporting long-term STEM engagement, and preparing students for high school CS pathways—ultimately strengthening the talent pipeline for Memphis and beyond.

Course Structure

- Class Frequency: 3 days per week
- Class duration: 1 hour (1:50pm - 2:50pm)
- Student Capacity: Up to 20 students per class
- Location: Memphis Merit Academy Charter School
- Instructional Team:
    - 1 CodeCrew Instructor (Licensed with the State of Tennessee with a Computer Science endorsement)
    - 1 Technical Coach (Teaching Assistant)
- Learning Format: Hands-on, project-based learning with interactive activities and real-world applications.

CodeCrew provides:

- Qualified Licensed Instructor with the State of Tennessee with a Computer Science endorsement & a Technical Coach
- Course curriculum, lesson plans, and instructional materials
- Ongoing technical support and student assessments
- End-of-course certificates

Memphis Merit Academy Charter School provides:

- Classroom space and access to technology resources
- Student enrollment and participation coordination
- A designated school liaison for communication and scheduling
- Support in gathering student feedback and assessment data

Instructional Approach

- **Culturally responsive teaching**, grounded in CodeCrew's commitment to representation and belonging
- **Hands-on, project-based learning** with daily coding labs and collaborative challenges
- **Differentiated instruction** to meet students at their skill level
- Alignment with Tennessee's requirements for the middle school computer science course
- Real-world examples that connect CS to students' communities, interests, and future opportunities

Expected Outcomes

By the end of the program, students will:

- Demonstrate understanding of core CS concepts and vocabulary.
- Write and debug simple programs using block-based or introductory text-based languages.
- Apply computational thinking strategies to solve problems.
- Collaborate effectively on a technology project from concept to presentation.
- Gain awareness of CS careers, high school CS pathways, and opportunities.



Cost

Name	Price	QTY	Subtotal
Computer Science Foundations Students learning the basics of Computer Science	$32,000.00	1	$32,000.00
			$32,000.00

Subtotal	**$32,000.00**
Discount (5%)	**-$1,600.00**
Tax	**$0.00**
Total	**$30,400.00**

Payment Terms

- 50% due by September 1, 2026: $15,200
- Remaining 50% due by January 31, 2027: $15,200

Please note:

- Payments made by credit card will incur an additional 3% transaction fee
- Checking Mailing Address: 460 South Highland Street Suite 901, Memphis TN, 38111

By the numbers:

- About 40 students (8th grade)
- 2 groups
    - Semester 1 (20 students)
    - Semester 2 (20 students)

CodeCrew is honored to have the opportunity to collaborate with Memphis Merit Academy Charter School to bring quality computer science education to its students.



CODECREW AGREEMENT

THIS CODECREW AGREEMENT (the "*Agreement*"), effective as of 04/03/2026 **(the "*Effective Date*"), is entered into by and between CODECREW, a Tennessee nonprofit corporation with an address at 460 South Highland Street, Suite 901, Memphis, TN 38111 ("*CodeCrew*"), and Memphis Merit Academy Charter School, a** Memphis Shelby County Schools (Charter)**, located in Tennessee with an address at** 4075 American Way, Memphis, TN 38118 ("***School***").

RECITALS:

WHEREAS, School desires to retain CodeCrew to provide computer science training and education to students at School (collectively, the "***Services***"), as more particularly set forth herein and in Statements of Work (as hereinafter defined); and

WHEREAS, CodeCrew has such expertise and desires to be so engaged by School.

NOW, THEREFORE, in consideration of the foregoing, of the mutual promises herein contained, and of other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereto, intending legally to be bound, hereby agree as follows:

1. **Services; Statements of Work.**

    1. The purpose of this Agreement is to set forth the general terms and conditions under which CodeCrew shall carry out the Services for School and School shall pay the associated compensation. The Services to be performed by CodeCrew pursuant to this Agreement shall be described by specific statements of work (including compensation terms), which will be reflected in written addenda to this Agreement and incorporated herein by reference (each, a "***Statement of Work***"). It is the intent of the parties that the terms and conditions of this Agreement shall govern each Statement of Work except as the parties may otherwise expressly agree in such Statement of Work.

    2. Initially, CodeCrew shall provide the Services as described in the Statement of Work attached to this Agreement as of the Effective Date. CodeCrew may perform additional Services for School as set forth in any proposal submitted to and accepted by School in writing and attached hereto as a Statement of Work. Each such Statement of Work shall be subject to the same general terms and conditions of this agreement unless otherwise agreed in writing by CodeCrew and School.

2. **Change Orders.**

    1. If either party wishes to change the scope or performance of the Services, it shall submit details of the requested change to the other in writing. CodeCrew shall, within a reasonable time after such request, provide a written estimate to School of (i) the likely time required to implement the change; (ii) any necessary variations to the fees and other charges for the Services arising from the change; (iii) the likely effect of the change on the Services; and (iv) any other impact the change might have on the performance of this Agreement.
    2. Promptly after the School's receipt of the written estimate from CodeCrew, the parties shall negotiate and agree in writing on the terms of such change (a "Change Order"). Neither party shall be bound by any Change Order unless mutually agreed upon in writing.

3. **Use of Names.** Neither party shall use the name, trade name, symbols, trademarks, or any other marks of the other party in any advertising or public communication without the prior written consent of such other party, which shall not be unreasonably withheld or delayed.

4. **Representation and Warranties.** Each party represents and warrants to the other party that (i) it is duly authorized to enter into this Agreement; and (ii) its execution of this Agreement will not violate any other agreement or obligation to which it is a party or judgments or provisions of laws to which it is subject.

5. **Term; Termination.**

    1. The term of this Agreement shall commence on the Effective Date and shall continue for a period of one (1) year (the "***Term***").

    2. Unless otherwise provided in a Statement of Work, this Agreement or any Statement of Work may be terminated upon 1) written notice from either party of the other party's material breach of this Agreement which is not cured within thirty (30) days following such notice; or 2) ninety (90) days' advance written notice from either party to the other of termination of this Agreement, or any Statement of Work, without cause.

    3. In the event this Agreement or any Statement of Work is terminated by School due to pandemic, natural disaster, or other legally recognized act of God prior to the end of an academic semester for which Services are to be performed pursuant to a Statement of Work, CodeCrew will continue Services via online access within five (5) business days of said occurrence, and School shall be responsible for payment of all compensation for such Services to be provided through the end of such academic semester as set forth in the applicable Statement of Work, without any discount or reduction. Otherwise, in the event this Agreement or any Statement of Work is terminated by School prior to the end of an academic semester for which Services are to be performed pursuant to a Statement of Work, School shall be responsible for payment of all compensation for such Services to be provided through the end of such academic semester as set forth in the applicable Statement of Work, without any discount or reduction.

    4. Notwithstanding the foregoing, the parties' covenants and obligations set forth in Sections 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, and 17 shall not terminate or be affected in any way by the termination or expiration of this Agreement for any reason, and any provisions of this Agreement which by their nature extend beyond termination shall survive such termination or expiration.

6. **Compensation.** School shall pay CodeCrew the compensation specified and agreed upon in each Statement of Work, payable as set forth in the Statement of Work. In the event School does not pay the compensation owed to CodeCrew pursuant to this Agreement and any Statement of Work within sixty (60) days after School's receipt of an invoice from CodeCrew, the amount outstanding shall bear interest from the expiration of such sixty (60) day period until paid at the rate of 1.5% per month (or the highest rate permitted by law, if less). The School agrees to reimburse, indemnify and hold CodeCrew harmless for any and all costs of collection of sums owed by the School to CodeCrew pursuant to this Agreement, including, without limitation, attorneys' fees and costs.

7. **Confidentiality.**

    1. During the Term of this Agreement, it may be appropriate and necessary for a party (the "***Receiving Party***") to have access to certain technical or business information and other proprietary material of the other party (the "***Disclosing Party***"). To be considered "***Confidential Information***" covered by this Section 7, the information must be disclosed in writing and marked "Confidential," or if disclosed orally or visually, must be confirmed in writing within thirty (30) days after disclosure. All Confidential Information furnished by the Disclosing Party to the Receiving Party during the Term of this Agreement shall be kept confidential by the Receiving Party. Except for purposes authorized by this Agreement, Confidential Information shall not be used or disclosed to any person or entity without the Disclosing Party's prior written authorization. Notwithstanding the foregoing, the parties may disclose Confidential Information to their respective responsible officers, employees, agents who require said information for the purposes contemplated by this Agreement, provided that said officers, employees, agents and party shall have assumed like written obligations of confidentiality.

    2. Any other provisions hereof to the contrary notwithstanding, it is expressly understood and agreed by the parties that the obligations of confidence and non-use herein assumed shall not apply to Confidential Information which (i) is at the time of disclosure part of the public domain or becomes so thereafter through no fault of the Receiving Party; or (ii) was in the Receiving Party's possession legally and without confidentiality restriction prior to disclosure; or (iii) was developed by the Receiving Party independently of and without reference to the Confidential Information; or (iv) has come into the possession of the Receiving Party without

confidentiality restriction from a third party; or (v) is by mutual agreement of the parties released from confidential status; or (vi) is required to be disclosed by law, subpoena, regulation or court order.

3. In the event Confidential Information is required to be disclosed pursuant to law, regulation, subpoena or court order, the party required to disclose will give prompt written notice thereof to the other party and shall take reasonable steps to assist the other party in seeking a protective order or taking other similar action to limit such disclosure.

4. Upon termination of this Agreement or upon written request, the Receiving Party agrees to return the Disclosing Party's Confidential Information to the Disclosing Party. The Receiving Party shall have the right to retain a copy of the Confidential Information for archival purposes, which shall remain subject to the restrictions set forth in this Section.

5. This Section shall remain in effect during the term of this Agreement and for a period of three (3) years thereafter, except that the obligations of confidentiality and non-use related to a party's trade secrets shall continue in effect beyond the three (3) year period until such trade secret, through no action or inaction of such party, is no longer a trade secret.

8. **Similar Services Provided to Others.** School acknowledges that CodeCrew provides similar services as described in Statements of Work for a broad range of other clients and agrees that CodeCrew shall be free to work for other clients in its normal course of business, including matters similar to the Services provided by CodeCrew pursuant to this Agreement, provided that such similar services do not involve the use of or reference to any Confidential Information that has been disclosed to CodeCrew by School under this Agreement.

9. **Ownership of Information**. Except as otherwise provided in this Agreement, CodeCrew covenants and agrees that all right, title and interest in any findings, reports, inventions, writings, disclosures, discoveries, developments and improvements written, made or conceived by CodeCrew in the course of or directly arising out of this Agreement, including modifications or improvements to its curriculum ("***Work Product***") shall remain the sole and exclusive property of CodeCrew.

10. **Indemnification.**

1. Each party shall indemnify and hold the other, and its officers, directors, employees, agents, successors and permitted assigns, harmless against any and all losses, damages, liabilities, deficiencies, actions, judgments, interest, awards, penalties, fines, costs or expenses of whatever kind, including reasonable attorneys' fees and the cost of enforcing any right to indemnification hereunder and the cost of pursuing any insurance providers, arising out of or resulting from any third party claim, suit, action or proceeding (each, an "***Action***") arising out of or resulting from (i) the negligence or willful misconduct of the indemnifying party; (ii) the indemnifying party's material breach of this Agreement; and (iii) the indemnifying party's failure to comply with applicable federal, state, and local laws and regulations.

2. The party seeking indemnification hereunder shall promptly notify the indemnifying party in writing of any Action and cooperate with the indemnifying party at the indemnifying party's sole cost and expense. The indemnifying party shall immediately take control of the defense and investigation of such Action and shall employ counsel of its choice to handle and defend the same, at the indemnifying party's sole cost and expense. The indemnifying party shall not settle any Action in a manner that adversely affects the rights of the indemnified party without the indemnified party's prior written consent, which shall not be unreasonably withheld, conditioned or delayed. The indemnified party's failure to perform any obligations under this Section 10 shall not relieve the indemnifying party of its obligations under this Section 10 except to the extent that the indemnifying party can demonstrate that it has been materially prejudiced as a result of such failure. The indemnified party may participate in and observe the proceedings at its own cost and expense. In the event the injury or loss is caused by the negligence of both parties, each party shall be responsible for its own costs, including but not limited to, the cost of defense, attorneys' fees and witness fees and expenses incident thereto.

11. **Limitation of Liability**. Neither School nor CodeCrew shall be liable to the other for any consequential, incidental, indirect, exemplary or special damages, whether in contract or in tort, in connection with this Agreement or the Services. The aggregate liability of CodeCrew, its affiliates, directors, officers, employees, subcontractors or agents under this Agreement (excluding indemnity obligations for third party claims arising under Section 10 herein) shall not exceed the amount of fees actually received by CodeCrew from School under the most current Statement of Work to this Agreement.

12. **Independent Contractor.** The parties are independent contractors, and are not co-venturers, agents, employees or representatives of the other, and no act or omission of a party shall in any way be binding upon or obligate the other party.

13. **Non-Solicitation of Employees.** Neither party shall knowingly solicit, recruit, hire or otherwise employ or retain any employee or contractor of the other during the Term of this Agreement, without the prior written consent of the other party.

14. **Insurance.** During the Term of this Agreement, each party shall maintain, with insurers or underwriters of good repute, such insurance relating to its business as is normally maintained by comparable businesses against such risks and pursuant to such terms as are customary and reasonable for such businesses.

15. **Governing Law and Venue.** The construction and interpretation of this Agreement shall at all times and in all respects be governed by the substantive laws of Tennessee, USA, without regard to its rules regarding conflicts of law. Any legal action taken by either party shall take place in the state and federal courts located in Memphis, Tennessee, USA.

16. **Notices.** All notices, requests, consents, claims, demands, waivers and other communications hereunder shall be in writing and shall be deemed to have been given (a) when delivered by hand (with written confirmation of receipt); (b) when received by the addressee if sent by a nationally recognized overnight courier (receipt requested); (c) on the date sent by facsimile (with confirmation of transmission) if sent during normal business hours of the recipient, and on the next business day if sent after normal business hours of the recipient or (d) on the third day after the date mailed, by certified or registered mail, return receipt requested, postage prepaid. Such communications must be sent to the respective parties at the addresses indicated in the preamble (or at such other addresses for a party as shall be specified in a notice given in accordance with this Section 16).

17. **Miscellaneous.**

    1. This Agreement (including any Statements of Work) contains the entire agreement and understanding by and between the parties with respect to the subject matter hereof, and no representations, promises, agreements or understandings, written or oral, not herein contained shall be of any force or effect. No change or modification hereof shall be valid or binding unless the same is in writing and signed by the party intended to be bound.

    2. This Agreement shall be binding upon, and shall insure to the benefit of CodeCrew and School and their respective successors and assigns. The provisions of this Agreement shall be deemed severable, and the invalidity or unenforceability of any one or more of the provisions hereof shall not affect the validity and enforceability of the other provisions hereof. This Agreement may not be assigned by a party without the prior written consent of the other party.

    3. The headings and other captions in this Agreement are for convenience and reference only and shall not be used in interpreting, construing or enforcing any of the provisions of this Agreement.

    4. Neither party shall be liable for the failure to perform its obligations under this Agreement due to events beyond such party's reasonable control including, but not limited to, strikes, riots, wars, fire, acts of God or acts in compliance with any applicable law, regulation or order (whether valid or invalid) of any court or governmental body.

5. No waiver of any provision of this Agreement shall be valid unless the same is in writing and signed by the party against whom such waiver is sought to be enforced; moreover, no valid waiver of any provision of this Agreement at any time shall be deemed a waiver of any other provision of this Agreement at such time or shall be deemed a valid waiver of such provision at any other time.

6. Each party has reviewed this Agreement and agrees that for the purposes of resolving questions regarding the meaning of this Agreement, this Agreement shall be construed as though drafted by both parties.

7. This Agreement may be executed in counterparts (which may be exchanged by facsimile or electronic mail), each of which shall be deemed an original, but all of which together shall constitute the same Agreement.



Approval

We are confident our program will be beneficial to your school, and will help bring about an increase in productivity for students. As outlined in the statement of work, we are willing to go the extra mile to ensure satisfaction for Memphis Merit Academy Charter School. CodeCrew is committed to help you grow from this endeavor.

IN WITNESS WHEREOF, CodeCrew and Memphis Merit Academy Charter School have duly executed this Agreement as of the Effective Date.

Lakenna Booker
Executive Director
Memphis Merit Academy Charter School

Audrey Willis
Chief Innovation and Program Officer
CodeCrew






CodeCrew
POLO
CodeCrew
CodeCrew

Coversheet

The Learning Lounge (Math Coaching)

Section:	IV. Contracts Review
Item:	F. The Learning Lounge (Math Coaching)
Purpose:	Discuss
Submitted by:	
Related Material:	The Learning Lounge K-12 FY26- 27-2.pdf

The Learning Lounge

The Learning Lounge's mission is to strengthen educator preparedness by supporting schools and districts with high quality professional development and training, curation of curriculum resources and strategic organizational planning to combat teacher shortage, learning loss and educational inequities.

Memphis Merit Academy Charter School

Math Coaching Contract- The Learning Lounge K-12

2026–2027 School Year

1. Term of Agreement

This Agreement shall commence on **July 1, 2026**, and conclude on **June 30, 2027**, unless otherwise extended or modified in writing by both parties.

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2. Purpose

This partnership is designed to strengthen **mathematics instruction, teacher capacity, and student achievement outcomes** across **Grades K–8** through high-impact coaching, data-driven practices, and aligned professional learning.

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3. Scope of Services

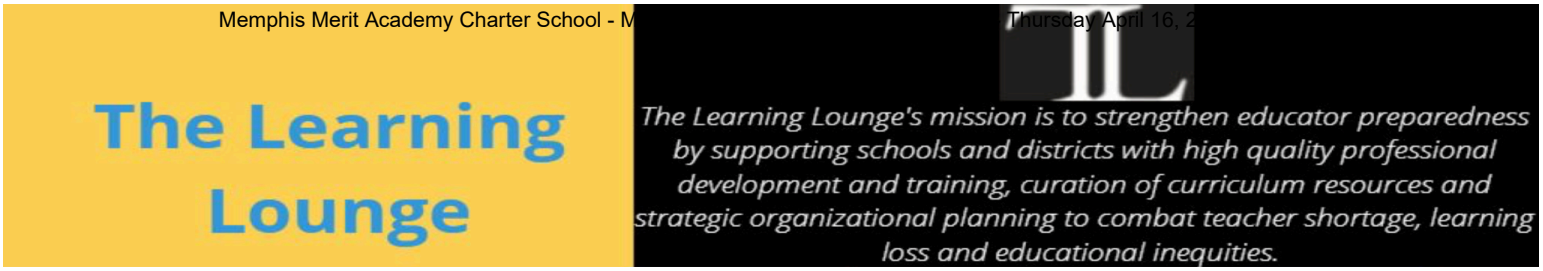
The Learning Lounge K–12 will provide **on-site and strategic instructional support three (3) days per week (Monday, Tuesday, Friday)**.

Core Service Areas

A. Instructional Coaching

- Job-embedded, real-time coaching cycles aligned to high-quality math instruction
- Modeling of effective teaching strategies and lesson delivery
- Differentiated coaching support for novice, developing, and veteran teachers

B. Data-Driven Instruction



- Weekly data analysis meetings (Grades K–8)
- Student work analysis aligned to standards and assessments
- Identification of trends, gaps, and targeted reteach strategies

C. Observation & Feedback

- Ongoing classroom observations during scheduled service days
- Immediate, actionable feedback aligned to instructional best practices
- Progress monitoring of teacher growth and implementation

D. Professional Development

- High-impact professional learning sessions aligned to school priorities
- Pre-service (Summer 2026) training for instructional readiness
- Quarterly PD sessions and targeted instructional workshops
- Support with unit internalization, lesson alignment, and rigor

E. Leadership & Strategic Support

- Collaboration with school leadership on instructional priorities
- Support with pacing, curriculum alignment, and assessment planning
- Guidance on systems that drive sustainable academic improvement

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4. Service Schedule

Services will be delivered **three days per week (Monday, Tuesday, and Friday)**, in alignment with the school calendar and instructional priorities.

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5. School Responsibilities

Memphis Merit Academy Charter School agrees to:

- Provide access to instructional materials, curriculum, and student data
- Designate a primary point of contact for coordination and communication
- Ensure consistent staff participation in coaching and professional learning
- Maintain a protected schedule for coaching days (Mon/Tues/Fri)

The Learning Lounge

The Learning Lounge's mission is to strengthen educator preparedness by supporting schools and districts with high quality professional development and training, curation of curriculum resources and strategic organizational planning to combat teacher shortage, learning loss and educational inequities.

- Support implementation of instructional recommendations

---

6. Investment & Payment Terms

The total investment for services outlined in this Agreement is:

$90,000

- Payments will be made in **equal monthly installments** from **July 2026 through June 2027**
- Any adjustments to payment structure must be agreed upon in writing

Option 1: Base Contract	Option 2: A La Carte Services (Optional Add-Ons)
Base Contract- $90,000 ☐ Weekly Math Content Team Meetings provided in both in-person and hybrid formats. ☐ Weekly data analysis meetings for Grades 2–8 ☐ Observation & Feedback (Grades K-8) ☐ Professional Development (Grades K-8) The Consultant will lead and/or train school leaders to lead professional development sessions throughout the school year as aligned to the school calendar. ☐ May, June, July- Curriculum Planning & PD Development, Pacing Guide Development Grades K-8 ☐ June School Leader Training	Additional services may be contracted separately, as needed: ☐ TCAP Small Groups (Grades 3–8) – Begins in January 2027: $25,000 ☐ TCAP Small Groups – Begins in October 2026: $30,000 ☐ Substitute Teacher/Admin Daily Rate: $225/day ☐ Math Parent Academy: $1,000 per academy (4 recommended) ☐ Weekly School Memo Submissions: $75/week ☐ Weekly Lesson Plan Feedback: $150/week ☐ Math Night Production: $300 *These services are not included in the base contract and must be requested

The Learning Lounge

The Learning Lounge's mission is to strengthen educator preparedness by supporting schools and districts with high quality professional development and training, curation of curriculum resources and strategic organizational planning to combat teacher shortage, learning loss and educational inequities.

☐ July Summer Teacher In-Service Training ☐ July 15-31, 2026	separately in writing.

7. Termination

Either party may terminate this Contract with two weeks' written notice, citing reasons for termination. In case of termination, the Consultant shall be paid for all services rendered up to the effective termination date.

8. Confidentiality

The Consultant agrees to maintain the confidentiality of all student records and proprietary school information.
No information shall be disclosed to third parties without written consent from the School.

9. Amendments

Any amendments or modifications must be made in writing and signed by both parties.

10. Governing Law

This Contract shall be governed by the laws of the State of Tennessee.

11. Entire Agreement

This document constitutes the entire agreement and supersedes all prior agreements or understandings.

Signatures

Memphis Merit Academy Charter School
Signature: _____
Name: _____
Title: _____
Date: _____

The Learning Lounge K-12
Signature: _____
LaToya Chitman
Founder, The Learning Lounge K-12
Date: _____

Coversheet

Development Committee

Section: V. Committee Reports
Item: B. Development Committee
Purpose: Discuss
Submitted by:
Related Material: Draft Merit Academy Strategic Plan.docx.pdf

Memphis Merit Academy
Strategic Plan Illustration
2026-2028
Owners: Merit Academy Board Members

Our Mission: Through rigorous academics, high quality instruction, and character development Memphis Merit Academy Charter School educates scholars in kindergarten through eighth grade for success in high school, college, and life.

Our Vision: To cultivate a dynamic learning community where scholars thrive academically, personally, and socially in school and in the community.

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Background (Each bullet gets 1-2 sentences)

- MMA established the first charter school in Parkway Village and is recognized as a community champion. 10 years of growth since inception.
- Secured permanent school facility and additional property with intent to attract synergistic partners and generate lease income.
- Transitioning from founding board members and recognizing need for succession planning for ED
- Major milestones ahead: Renew Charter and Loan agreement in 2028.

Strategic Priorities for 2026-2028
(Each Goal needs actionable objectives)

***Priority One*: Academic, Charter Renewal, & Enrollment Excellence- Owners: Lakenna Booker and Academic Committee**

Goal 1

Meet or exceed grades required by current State Charter

Goal 2

Strengthen reporting systems to track data and alert administration and teachers to trends

Goal 3

Build the programs and infrastructure to meet or exceed the academic requirements of new State Charter.

***Priority Two*: Strengthen Financial Sustainability – Owners: Financial Committee and Development Committee**

Goal 1

Identify requirements of Loan Document and create a plan to achieve timely targets

Goal 2

Strengthen and formalize the property management goals and expenses to ensure net positive income from leases

Goal 3

Complete Capital Campaign

Goal 4

Empower Board to identify opportunities and contribute to fundraising effort

***Priority Three*: Ignite our Board to embrace super powers – Owner: Aurelia**

Goal 1

Update and Energize Board curriculum for retreat/training/orientation

Goal 2

Fill Board Vacancies and conduct orientation

Goal 3

Create a plan to assist ED in appropriate areas (fundraising, lease negotiation, etc)

***Priority Four*: Build a culture of Merit Academy as a leader in improving the Parkway Village community– Owners: Lakenna Booker and Board**

Goal 1

Create a plan to strengthen first individual and then organizational relationships with respected leaders and institutions in Parkway Village

Goal 2

Create a plan to identify language and ways to talk about this important role in all of the schools communications

DRAFT

Below are some examples of how to expand this further

Strategic Priorities (2026–2028)

Priority One: Academic, Charter Renewal, & Enrollment Excellence

Owners: Executive Director & Academic Committee

Goal 1: Academic Achievement
Achieve and maintain a state accountability grade of C or higher annually through 2028.

- ***Increase ELA and Math proficiency rates annually, with targeted gains by Spring 2027***
- ***Maintain or exceed proficiency benchmarks by Spring 2028***
- ***Monitor academic performance quarterly through Board reporting***

Key Metrics & ROI:

- ***State Accountability Grade: ≥ C each year (2026–2028)***
- ***ELA Proficiency: +5 percentage points by Spring 2027; +10 by Spring 2028 (from 2025 baseline)***
- ***Math Proficiency: +5 percentage points by Spring 2027; +10 by Spring 2028 (from 2025 baseline)***
- ***Average Daily Attendance: ≥ 95% annually***
- ***Enrollment: ≥ 95% of capacity each August***

Goal 2: Data Systems & Instructional Responsiveness
Implement a real-time data tracking and reporting system by Q2 2026.

- ***Train 100% of instructional staff on system use by Q3 2026***
- ***Establish and maintain monthly data review cycles***
- ***Use data to drive instructional adjustments and interventions***

Key Metrics & ROI:

- ***Data System Adoption: 100% staff usage by Q3 2026***
- ***Monthly Data Meetings: 12/12 annually***
- ***Intervention Response Time: ≤ 3 weeks from flag to intervention***
- ***Student Growth: ≥ 60% meet/exceed growth targets annually***

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Goal 3: Charter Readiness Infrastructure
Build and implement programs and systems aligned to anticipated new state charter requirements by Q4 2027.

- ***Conduct academic and operational gap analysis by Q2 2026***
- ***Implement targeted program improvements by Q1 2027***
- ***Align curriculum, assessments, and interventions to charter expectations***

Key Metrics & ROI:

- ***Gap Analysis Completion: 100% by Q2 2026***
- ***Compliance Readiness Score: ≥ 90% by Q4 2027***
- ***Audit Findings: 0 major findings annually***
- ***Charter Renewal Outcome: Approved in 2028***

Priority Two: Strengthen Financial Sustainability

Owners: Finance Committee & Development Committee

Goal 1: Loan Compliance & Financial Health
Develop and execute a compliance roadmap for all loan covenants by Q3 2026.

- ***Conduct quarterly financial reviews with Board oversight***
- ***Maintain all required financial ratios annually***

Key Metrics & ROI:

- ***Debt Service Coverage Ratio: ≥ 1.20 annually***
- ***Days Cash on Hand: ≥ 60 (2027); ≥ 75 (2028)***
- ***Budget Variance: within ±3% annually***
- ***Covenant Compliance: 100% each period***

Goal 2: Property Revenue Optimization
Achieve net positive lease income from property assets by Q2 2027.

- ***Finalize leasing agreements by Q4 2026***
- ***Maintain occupancy rates of 90% or higher***
- ***Monitor revenue and expenses quarterly***

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Key Metrics & ROI:

- ***Occupancy Rate: ≥ 90% by Q2 2027; ≥ 95% by 2028***
- ***Annual Lease Revenue: ≥ $250,000 (2027); ≥ $350,000 (2028)***
- ***Net Operating Income: Positive by Q2 2027; ≥ $100,000 by 2028***

Goal 3: Capital Campaign Completion
Successfully raise $3.5 million to complete the capital campaign by Q4 2027.

- ***Achieve 100% Board giving annually***
- ***Reach 75% of campaign goal by Q2 2027***
- ***Expand donor base and major gift pipeline***

Key Metrics & ROI:

- ***Funds Raised: $2.6M by Q2 2027; $3.5M by Q4 2027***
- ***Board Giving Participation: 100% annually***
- ***Average Major Gift: ≥ $5,000***
- ***New Donors: ≥ 25 per year***

Goal 4: Board Fundraising Engagement
Ensure full Board participation in fundraising efforts annually.

- ***Each Board member contributes financially and/or secures funding annually***
- ***Provide annual fundraising training and engagement opportunities***

Key Metrics & ROI:

- ***Board Participation: 100% annually***
- ***Board-Generated Revenue: ≥ $500,000 annually***
- ***Prospects Introduced by Board: ≥ 50 per year***

Priority Three: Board Development & Governance Excellence

Owner: Board Chair

Goal 1: Board Training & Development
Implement an annual Board development plan with a minimum of two formal training sessions per year.

DRAFT

- ***Conduct annual Board retreat by Q3 each year***
- ***Maintain at least 90% Board participation in trainings***

Key Metrics & ROI:

- ***Training Sessions: ≥ 2 per year***
- ***Attendance Rate: ≥ 90%***
- ***Board Self-Assessment Score: ≥ 4.0/5 annually***

Goal 2: Board Recruitment & Onboarding
Fill 100% of Board vacancies with strategically aligned members by Q2 2026.

- ***Conduct onboarding within 30 days of appointment***
- ***Align recruitment to organizational needs (finance, legal, education, development)***

Key Metrics & ROI:

- ***Vacancy Rate: 0% by Q2 2026***
- ***Onboarding Completion: 100% within 30 days***
- ***Skills Matrix Coverage: 100% of priority areas***

Goal 3: Board Support of Executive Leadership
Develop and implement a Board engagement plan to support the Executive Director by Q3 2026.

- ***Assign Board members to key strategic initiatives***
- ***Conduct quarterly check-ins on Board contributions***

Key Metrics & ROI:

- ***Board Initiative Participation: 100% assigned***
- ***Quarterly Check-ins: 4/4 annually***
- ***ED Satisfaction: ≥ 4.5/5***

Priority Four: Community Leadership & Engagement

Owners: Executive Director & Board

DRAFT

Goal 1: Strategic Community Partnerships
Establish at least five formal partnerships with key Parkway Village leaders and institutions by Q4 2027.

- ***Host quarterly community engagement events***
- ***Track partnership impact annually***

Key Metrics & ROI:

- ***Active Partnerships: ≥ 5 by Q4 2027; ≥ 8 by 2028***
- ***Community Events: ≥ 4 per year***
- ***Enrollment Leads: ≥ 75 per year***

Goal 2: Communications & Brand Strategy
Develop and implement a unified communications strategy by Q2 2026.

- ***Create a consistent messaging guide across all platforms***
- ***Increase community engagement metrics annually***

Key Metrics & ROI:

- ***Social Media Engagement: +25% annually***
- ***Website Traffic: +20% annually***
- ***Family Satisfaction: ≥ 90% positive***

Monitoring & Accountability

Progress toward strategic goals will be monitored through:

- ***Quarterly Board reports aligned to each strategic priority***
- ***Annual strategic plan review and refinement***
- ***Clear assignment of ownership and accountability for each goal***

This strategic plan will serve as a key driver of organizational strength and will support Memphis Merit Academy's preparation for charter renewal, financial sustainability, and long-term impact in the Parkway Village community.

DRAFT

Adopted by the Memphis Merit Academy Board of Directors
Date: _____

DRAFT

Coversheet

MMARE Financials - KAMI

Section: VI. Other Business
Item: B. MMARE Financials - KAMI
Purpose: Discuss
Submitted by:
Related Material: MAR2026 MMARE Financial Package.pdf

Monthly Financial Report

Memphis Merit Academy Real Estate
For the period ended March 31, 2026

Prepared by
KAMFi, PLLC

Prepared on
April 15, 2026

For management use only

For management use only

Table of Contents

Statement of Activity 5

YTD Statement of Activity 7

Balance Sheet 9

MMARE AR Aging Report 11

Statement of Cash Flows 12

Journal 13

MMARE Monthly Call Notes

March 2026 Month-End Close

- A small project was undertaken in March to properly report income splits between rent and CAM. Rental income should be steady going forward as it is now based on the rent roll as opposed to rent collected.
- Adjusting entries were made to recognize overdue rent balances. These were previously only recorded by the property management company, but it became necessary for MMARE to do this independently due to PM reporting limitations.
- Working with Finance Director to identify one of the MLGW accounts listed as vacant. It is about $1,800/month which is inflating the occupancy utilities.
- Landscaping expense is up due to the payment of the snow removal invoice from GTG for $6,850.
- Repairs expense of $3,600 was the replacement of light bulbs throughout the property.
- The AR Aging shows a credit balance for MMA due to the timing of the April rent payment.

Statement of Activity

March 2026

	Total		
	Mar 2026	Feb 2026 (PP)	Mar 2025 (PY)
REVENUE			
CAM Income	4,848.95		1,916.93
Insurance Income			147.47
Rent Income	111,849.75	113,355.85	86,154.21
Sign Income			197.15
Total Revenue	**116,698.70**	**113,355.85**	**88,415.76**
GROSS PROFIT	**116,698.70**	**113,355.85**	**88,415.76**
EXPENDITURES			
General & Administrative Expenses			
Bank Fees & Service Charges	135.00	151.50	
Contract & professional fees			
Accounting fees	750.00	300.00	300.00
Total Contract & professional fees	**750.00**	**300.00**	**300.00**
Interest paid	42,800.30	42,800.30	41,861.68
Total General & Administrative Expenses	**43,685.30**	**43,251.80**	**42,161.68**
Operating Expenses			
Common Area Expenses			
CAM Utilities	1,536.55	1,248.00	3,856.16
Landscaping	10,650.00	1,500.00	1,445.10
Routine Maintenance		800.00	2,178.50
Security Expense	28,104.36	42,409.99	14,730.64
Total Common Area Expenses	**40,290.91**	**45,957.99**	**22,210.40**
Occupancy			
Repairs & Maintenance	3,600.00		1,700.00
Utilities	11,249.00	9,685.00	1,062.13
Total Occupancy	**14,849.00**	**9,685.00**	**2,762.13**
Taxes & Fees			
Management Fees	2,424.58	2,445.40	1,765.36
Property insurance	5,871.50	6,171.08	
Property Taxes	8,213.26	8,213.26	1,396.87
Total Taxes & Fees	**16,509.34**	**16,829.74**	**3,162.23**
Total Operating Expenses	**71,649.25**	**72,472.73**	**28,134.76**
Total Expenditures	**115,334.55**	**115,724.53**	**70,296.44**
NET OPERATING REVENUE	**1,364.15**	**-2,368.68**	**18,119.32**
OTHER REVENUE			
Interest Income	0.46	0.41	
Total Other Revenue	**0.46**	**0.41**	**0.00**
NET OTHER REVENUE	**0.46**	**0.41**	**0.00**

	Total		
	Mar 2026	Feb 2026 (PP)	Mar 2025 (PY)
NET REVENUE	$1,364.61	$ -2,368.27	$18,119.32

YTD Statement of Activity

July 2025 - March 2026

	Total	
	Jul 2025 - Mar 2026	Jul 2024 - Mar 2025 (PY)
REVENUE		
CAM Income	23,885.54	23,405.27
Insurance Income	678.21	523.54
Late Fees		-178.78
Rent Income	868,599.06	543,956.58
Sign Income	788.60	1,907.82
Total Revenue	**893,951.41**	**569,614.43**
GROSS PROFIT	**893,951.41**	**569,614.43**
EXPENDITURES		
General & Administrative Expenses		
Bank Fees & Service Charges	651.50	450.00
Contract & professional fees		
Accounting fees	4,474.59	3,787.50
Other contract services		1,350.00
Total Contract & professional fees	**4,474.59**	**5,137.50**
Interest paid	416,103.98	414,143.03
Office supplies	118.49	
Taxes & Licenses	300.49	750.95
Total General & Administrative Expenses	**421,649.05**	**420,481.48**
Operating Expenses		
Common Area Expenses		
CAM Utilities	31,341.81	43,321.88
Landscaping	23,220.82	11,560.80
Routine Maintenance	11,183.62	23,276.01
Security Expense	170,520.70	139,303.98
Total Common Area Expenses	**236,266.95**	**217,462.67**
Occupancy		
Repairs & Maintenance	6,122.03	2,630.00
Utilities	81,570.39	76,849.57
Total Occupancy	**87,692.42**	**79,479.57**
Taxes & Fees		
Management Fees	23,952.08	16,439.64
Property insurance	47,571.16	13,203.27
Property Taxes	113,794.36	6,947.32
Total Taxes & Fees	**185,317.60**	**36,590.23**
Total Operating Expenses	**509,276.97**	**333,532.47**
Supplies		
Supplies & materials		1,335.27

	Total	
	Jul 2025 - Mar 2026	Jul 2024 - Mar 2025 (PY)
Total Supplies		**1,335.27**
Total Expenditures	**930,926.02**	**755,349.22**
NET OPERATING REVENUE	**-36,974.61**	**-185,734.79**
OTHER REVENUE		
Interest Income	3.10	
Total Other Revenue	**3.10**	**0.00**
NET OTHER REVENUE	**3.10**	**0.00**
NET REVENUE	**$ -36,971.51**	**$ -185,734.79**

Balance Sheet

As of March 31, 2026

	Total	
	As of Mar 31, 2026	As of Mar 31, 2025 (PY)
ASSETS		
Current Assets		
Bank Accounts		
MMARE - Operating x4164	83,033.51	79,169.33
MMARE Replacement Reserve x4416	18,003.10	
Total Bank Accounts	**101,036.61**	**79,169.33**
Accounts Receivable		
Accounts Receivable (A/R)	-85,938.31	0.00
Total Accounts Receivable	**-85,938.31**	**0.00**
Other Current Assets		
Due from Property Manager	-12,551.67	60,281.00
Leases Receivable - Current	916,812.38	0.00
Total Other Current Assets	**904,260.71**	**60,281.00**
Total Current Assets	**919,359.01**	**139,450.33**
Fixed Assets		
Accumulated depreciation		
Accum. Dep. - 4089 American Way	-55,095.11	
Accum. Dep. - Building	-356,653.55	-6,137.00
Accum. Dep. - Equipment	-1,793.00	
Total Accumulated depreciation	**-413,541.66**	**-6,137.00**
Buildings	12,430,514.65	9,757,038.34
Construction in Progress	81,609.23	1,056,034.47
Equipment	50,190.00	14,670.00
Land	499,000.00	499,000.00
Total Fixed Assets	**12,647,772.22**	**11,320,605.81**
Other Assets		
Leases Receivable - Noncurrent	2,009,239.81	0.00
Security deposits	1,000.00	
Total Other Assets	**2,010,239.81**	**0.00**
TOTAL ASSETS	**$15,577,371.04**	**$11,460,056.14**
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Other Current Liabilities		
Accrued Expenses	24,639.78	
Accrued Interest	48,470.76	6,489.00
Other Deferred Income	2,411,823.96	0.00
Total Other Current Liabilities	**2,484,934.50**	**6,489.00**

	Total	
	As of Mar 31, 2026	As of Mar 31, 2025 (PY)
Total Current Liabilities	**2,484,934.50**	**6,489.00**
Long-Term Liabilities		
Blue Hub Loan 2025	1,702,573.53	
BlueHub Capital Loan (LF)	7,236,861.43	11,576,604.61
BlueHub Construction Loan (SQ)	1,589,129.81	1,622,399.46
Due to Memphis Merit Academy	183,296.07	99,369.47
Tenant Security Deposits	33,005.63	39,105.63
Total Long-Term Liabilities	**10,744,866.47**	**13,337,479.17**
Total Liabilities	**13,229,800.97**	**13,343,968.17**
Equity		
Opening balance equity	2,262,590.37	-2,104,367.08
Retained Earnings	121,951.21	406,189.84
Net Revenue	-36,971.51	-185,734.79
Total Equity	**2,347,570.07**	**-1,883,912.03**
TOTAL LIABILITIES AND EQUITY	**$15,577,371.04**	**$11,460,056.14**

MMARE AR Aging Report

	CURRENT	1 - 30	31 - 60	61 - 90	91 AND OVER	TOTAL
African Braid	-1,385.54	1,455.80			0.00	70.26
Beautiful Nails	-1,068.75	1,297.62				228.87
Magic Kidz	211.54					211.54
Memphis Merit Academy		-91,216.08				-91,216.08
Shekinah Glory	4,168.21					4,168.21
Village Mart	598.89				0.00	598.89
TOTAL	**2,524.35**	**-88,462.66**			**0.00**	**-$85,938.31**

Statement of Cash Flows

July 2025 - March 2026

	Total
OPERATING ACTIVITIES	
Net Revenue	-36,971.51
Adjustments to reconcile Net Revenue to Net Cash provided by operations:	
Accounts Receivable (A/R)	85,938.31
Due from Property Manager	28,851.71
Accrued Expenses	24,639.78
Total Adjustments to reconcile Net Revenue to Net Cash provided by operations:	**139,429.80**
Net cash provided by operating activities	**102,458.29**
INVESTING ACTIVITIES	
Buildings	-1,620,964.30
Construction in Progress	-81,609.23
Equipment	-35,520.00
Security deposits	-1,000.00
Net cash provided by investing activities	**-1,739,093.53**
FINANCING ACTIVITIES	
Blue Hub Loan 2025	1,702,573.53
BlueHub Capital Loan (LF)	-100,784.52
BlueHub Construction Loan (SQ)	-20,952.49
Due to Memphis Merit Academy	87,963.53
Net cash provided by financing activities	**1,668,800.05**
NET CASH INCREASE FOR PERIOD	**32,164.81**
Cash at beginning of period	68,871.80
CASH AT END OF PERIOD	**$101,036.61**

Journal

March 2026

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
03/01/2026	Pledge	1010	No	Memphis Merit Academy		Accounts Receivable (A/R)	$91,216.08	
			No			Rent Income		$91,216.08
							$91,216.08	**$91,216.08**
03/01/2026	Pledge	1012	No	Beautiful Nails		Accounts Receivable (A/R)	$1,297.62	
			No			Rent Income		$1,068.75
			No			CAM Income		$228.87
							$1,297.62	**$1,297.62**
03/01/2026	Pledge	1018	No	African Braid		Accounts Receivable (A/R)	$1,455.80	
			No			Rent Income		$1,173.93
			No			CAM Income		$281.87
							$1,455.80	**$1,455.80**
03/01/2026	Pledge	1019	No	Jackson Hewitt		Accounts Receivable (A/R)	$2,163.38	
			No			Rent Income		$1,652.50
			No			CAM Income		$510.88
							$2,163.38	**$2,163.38**

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
03/01/2026	Pledge	1021	No	Village Mart		Accounts Receivable (A/R)	$7,035.21	
			No			Rent Income		$4,957.30
			No			CAM Income		$2,077.91
							$7,035.21	**$7,035.21**
03/01/2026	Pledge	1023	No	Shekinah Glory		Accounts Receivable (A/R)	$0.00	
			No			Rent Income	$0.00	
			No			CAM Income	$0.00	
							$0.00	
03/01/2026	Pledge	1025	No	Magic Kidz		Accounts Receivable (A/R)	$3,048.73	
			No			Rent Income		$2,297.31
			No			CAM Income		$751.42
							$3,048.73	**$3,048.73**
03/01/2026	Pledge	1027	No	Atlas Behavioral		Accounts Receivable (A/R)	$2,998.00	
			No			Rent Income		$2,000.00
			No			CAM Income		$998.00
							$2,998.00	**$2,998.00**

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
03/02/2026	Deposit		No		OLB Transfer from *420 to *164 MMARE Gap Payment $25,000	MMARE - Operating x4164	$25,000.00	
			No		OLB Transfer from *420 to *164 MMARE Gap Payment $25,000	Due to Memphis Merit Academy		$25,000.00
							$25,000.00	**$25,000.00**
03/02/2026	Expenditure		No		BLUEHUB BCLF PYMT SLP NMTC 24 D222593378 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$8,018.62
			No		BLUEHUB BCLF PYMT SLP NMTC 24 D222593378 MEMPHIS MERIT ACADEMY	General & Administrative Expenses:Interest paid	$5,263.36	
			No		BLUEHUB BCLF PYMT SLP NMTC 24 D222593378 MEMPHIS MERIT ACADEMY	BlueHub Construction Loan (SQ)	$2,755.26	
							$8,018.62	**$8,018.62**

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
03/02/2026	Expenditure		No	BlueHub Capital	BLUEHUB BCLF PYMT LF-2023-007 D222593378 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$51,741.49
			No		BLUEHUB BCLF PYMT LF-2023-007 D222593378 MEMPHIS MERIT ACADEMY	General & Administrative Expenses:Interest paid	$37,536.94	
			No		BLUEHUB BCLF PYMT LF-2023-007 D222593378 MEMPHIS MERIT ACADEMY	BlueHub Capital Loan (LF)	$14,204.55	
							$51,741.49	**$51,741.49**
03/03/2026	Expenditure		No	Waste Connection	WASTE CONNECTION WEB_PAY XXXXXX3001 S LAKENNA BOOKER	MMARE - Operating x4164		$365.00
			No		WASTE CONNECTION WEB_PAY XXXXXX3001 S LAKENNA BOOKER	Operating Expenses:Common Area Expenses:CAM Utilities	$365.00	
							$365.00	**$365.00**

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
03/03/2026	Expenditure		No	IPFS	IPFS800-247-6129 IPFSPMTTXH E81588 0AD2424370 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$5,871.50
			No		IPFS800-247-6129 IPFSPMTTXH E81588 0AD2424370 MEMPHIS MERIT ACADEMY	Operating Expenses:Taxes & Fees:Property insurance	$5,871.50	
							$5,871.50	**$5,871.50**
03/04/2026	Expenditure		No	Ronin Guard Services	RONIN K-9 SERVIC SALE XXXXXX6202 LAKENNA BOOKER	MMARE - Operating x4164		$10,256.32
			No		RONIN K-9 SERVIC SALE XXXXXX6202 LAKENNA BOOKER	Operating Expenses:Common Area Expenses:Security Expense	$10,256.32	
							$10,256.32	**$10,256.32**
03/06/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX454665 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$8,636.00

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
			No		MLGW UTILITY PMT EPAY XXXXXXXX454665 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Occupancy:Utilities	$8,636.00	
							$8,636.00	**$8,636.00**
03/09/2026	Payment		No	Memphis Merit Academy	Voided	MMARE - Operating x4164	$0.00	
			No			Accounts Receivable (A/R)	$0.00	
							$0.00	
03/09/2026	Payment		No	Memphis Merit Academy	Voided	MMARE - Operating x4164	$0.00	
			No			Accounts Receivable (A/R)	$0.00	
							$0.00	
03/09/2026	Payment		No	Memphis Merit Academy		MMARE - Operating x4164	$10,000.00	
			No			Accounts Receivable (A/R)		$10,000.00
							$10,000.00	**$10,000.00**

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
03/11/2026	Expenditure		No	Pinnacle Bank	Wire Transfer Fee	MMARE - Operating x4164		$15.00
			No		Wire Transfer Fee	General & Administrative Expenses:Bank Fees & Service Charges	$15.00	
							$15.00	**$15.00**
03/11/2026	Expenditure		No	Grinder, Taber and Grinder, Inc.	OUTGOING WIRE Grinder, Taber and Grinder, Inc.	MMARE - Operating x4164		$6,850.00
			No		OUTGOING WIRE Grinder, Taber and Grinder, Inc.	Operating Expenses:Common Area Expenses:Landscaping	$6,850.00	
							$6,850.00	**$6,850.00**
03/11/2026	Expenditure		No	Pinnacle Bank	Wire Transfer Fee	MMARE - Operating x4164		$40.00
			No		Wire Transfer Fee	General & Administrative Expenses:Bank Fees & Service Charges	$40.00	
							$40.00	**$40.00**
03/11/2026	Deposit		No		INCOMING WIRE BLUEHUB CAPITAL INC	MMARE - Operating x4164	$405,367.43	

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
			No		INCOMING WIRE BLUEHUB CAPITAL INC	Blue Hub Loan 2025		$405,367.43
							$405,367.43	**$405,367.43**
03/11/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX402631 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$80.00
			No		MLGW UTILITY PMT EPAY XXXXXXXX402631 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Occupancy:Utilities	$80.00	
							$80.00	**$80.00**
03/11/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX402632 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$86.00

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
			No		MLGW UTILITY PMT EPAY XXXXXXXX402632 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Occupancy:Utilities	$86.00	
							$86.00	**$86.00**
03/11/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX402655 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$151.55
			No		MLGW UTILITY PMT EPAY XXXXXXXX402655 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Common Area Expenses:CAM Utilities	$151.55	
							$151.55	**$151.55**
03/11/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX402610 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$195.00

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
			No		MLGW UTILITY PMT EPAY XXXXXXXX402610 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Common Area Expenses:CAM Utilities	$195.00	
							$195.00	**$195.00**
03/11/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX402619 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$298.00
			No		MLGW UTILITY PMT EPAY XXXXXXXX402619 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Common Area Expenses:CAM Utilities	$298.00	
							$298.00	**$298.00**
03/11/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX402621 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$1,766.00

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
			No		MLGW UTILITY PMT EPAY XXXXXXXX402621 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Occupancy:Utilities	$1,766.00	
							$1,766.00	**$1,766.00**
03/11/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX402623 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$193.00
			No		MLGW UTILITY PMT EPAY XXXXXXXX402623 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Common Area Expenses:CAM Utilities	$193.00	
							$193.00	**$193.00**
03/11/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX402648 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$371.00

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
			No		MLGW UTILITY PMT EPAY XXXXXXXX402648 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Occupancy:Utilities	$371.00	
							$371.00	**$371.00**
03/11/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX402629 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$334.00
			No		MLGW UTILITY PMT EPAY XXXXXXXX402629 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Common Area Expenses:CAM Utilities	$334.00	
							$334.00	**$334.00**
03/11/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX402647 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$44.00

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
			No		MLGW UTILITY PMT EPAY XXXXXXXX402647 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Occupancy:Utilities	$44.00	
							$44.00	**$44.00**
03/11/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX402649 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$78.00
			No		MLGW UTILITY PMT EPAY XXXXXXXX402649 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Occupancy:Utilities	$78.00	
							$78.00	**$78.00**
03/11/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX402650 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$116.00

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
			No		MLGW UTILITY PMT EPAY XXXXXXXX402650 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Occupancy:Utilities	$116.00	
							$116.00	**$116.00**
03/11/2026	Expenditure		No	MLGW	MLGW UTILITY PMT EPAY XXXXXXXX402630 XXXXXX0362 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$72.00
			No		MLGW UTILITY PMT EPAY XXXXXXXX402630 XXXXXX0362 MEMPHIS MERIT ACADEMY	Operating Expenses:Occupancy:Utilities	$72.00	
							$72.00	**$72.00**
03/12/2026	Expenditure		No	Pinnacle Bank	Wire Transfer Fee	MMARE - Operating x4164		$40.00
			No		Wire Transfer Fee	General & Administrative Expenses:Bank Fees & Service Charges	$40.00	
							$40.00	**$40.00**

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
03/12/2026	Expenditure		No	Grinder, Taber and Grinder, Inc.	OUTGOING WIRE Grinder, Taber and Grinder, Inc.	MMARE - Operating x4164		$402,015.95
			No		OUTGOING WIRE Grinder, Taber and Grinder, Inc.	Buildings	$402,015.95	
							$402,015.95	**$402,015.95**
03/12/2026	Expenditure		No	Pinnacle Bank	Wire Transfer Fee	MMARE - Operating x4164		$40.00
			No		Wire Transfer Fee	General & Administrative Expenses:Bank Fees & Service Charges	$40.00	
							$40.00	**$40.00**
03/12/2026	Expenditure		No	Archimania	OUTGOING WIRE Archimania, PC	MMARE - Operating x4164		$3,351.48
			No		OUTGOING WIRE Archimania, PC	Construction in Progress	$3,351.48	
							$3,351.48	**$3,351.48**
03/16/2026	Expenditure		No	KAM Financial Services PLLC	KAM FINANCIAL SE SALE XXXXXX6202 MEMPHIS MERIT ACADEMY	MMARE - Operating x4164		$750.00

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
			No		KAM FINANCIAL SE SALE XXXXXX6202 MEMPHIS MERIT ACADEMY	General & Administrative Expenses:Contract & professional fees:Accounting fees	$750.00	
							$750.00	**$750.00**
03/19/2026	Check		No	Ronin Guard Services	Check # 1001	MMARE - Operating x4164		$5,110.04
			No		Check # 1001	Operating Expenses:Common Area Expenses:Security Expense	$5,110.04	
							$5,110.04	**$5,110.04**
03/30/2026	Payment		No	Memphis Merit Academy	Voided	MMARE - Operating x4164	$0.00	
			No			Accounts Receivable (A/R)	$0.00	
							$0.00	
03/30/2026	Payment		No	Memphis Merit Academy		MMARE - Operating x4164	$81,216.08	
			No			Accounts Receivable (A/R)		$81,216.08
							$81,216.08	**$81,216.08**

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
03/31/2026	Journal Entry	53	No		Accrue 2026 Property Taxes	Operating Expenses:Taxes & Fees:Property Taxes	$8,213.26	
			No		Accrue 2026 Property Taxes	Accrued Expenses		$8,213.26
							$8,213.26	**$8,213.26**
03/31/2026	Deposit		No	Pinnacle Bank	Interest Deposit	MMARE Replacement Reserve x4416	$0.46	
			No		Interest Deposit	Interest Income		$0.46
							$0.46	**$0.46**
03/31/2026	Journal Entry	54	No		Monthly PM Activity	Accounts Receivable (A/R)		$1,455.80
			No		Monthly PM Activity	Accounts Receivable (A/R)		$1,297.62
			No		Monthly PM Activity	Accounts Receivable (A/R)		$2,163.38
			No		Monthly PM Activity	Accounts Receivable (A/R)		$6,436.32
			No		Monthly PM Activity	Accounts Receivable (A/R)		$2,805.00
			No		Monthly PM Activity	Accounts Receivable (A/R)		$3,048.73
			No		Monthly PM Activity	Accounts Receivable (A/R)		$2,998.00
			No		Monthly PM Activity	Operating Expenses:Common Area Expenses:Security Expense	$12,738.00	
			No		Monthly PM Activity	Operating Expenses:Common Area Expenses:Landscaping	$2,000.00	

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
			No		Monthly PM Activity	Operating Expenses:Common Area Expenses:Landscaping	$500.00	
			No		Monthly PM Activity	Operating Expenses:Common Area Expenses:Landscaping	$1,300.00	
			No		Monthly PM Activity	Operating Expenses:Occupancy:Repairs & Maintenance	$3,600.00	
			No		Monthly PM Activity	Operating Expenses:Taxes & Fees:Management Fees	$2,424.58	
			No		Monthly PM Activity	Due from Property Manager		$2,357.73
							$22,562.58	**$22,562.58**
03/31/2026	Pledge	1029	No	African Braid		Accounts Receivable (A/R)	$70.26	
			No		Updating historical balances	Rent Income		$70.26
							$70.26	**$70.26**
03/31/2026	Pledge	1030	No	Beautiful Nails		Accounts Receivable (A/R)	$228.87	
			No			Rent Income		$228.87
							$228.87	**$228.87**
03/31/2026	Pledge	1031	No	Shekinah Glory		Accounts Receivable (A/R)	$6,973.21	

Date	Transaction Type	Num	Adj	Name	Memo/Description	Account	Debit	Credit
			No		Update overdue balance	Rent Income		$6,973.21
							$6,973.21	**$6,973.21**
03/31/2026	Pledge	1032	No	Magic Kidz		Accounts Receivable (A/R)	$211.54	
			No		Update overdue balance	Rent Income		$211.54
							$211.54	**$211.54**
TOTAL							**$1,175,944.46**	**$1,175,944.46**

Coversheet

Property Manager Reports - Progressive PM

Section: VI. Other Business
Item: C. Property Manager Reports - Progressive PM
Purpose: Discuss
Submitted by:
Related Material: MMARE Mar 2026 Reports.pdf

Progressive RealtyServices,LLC
Making Home Ownership Dreams Come True

Rent Roll

As of 3/31/2026, Memphis Merit Academy Real Estate, LLC, Current leases

Progressive Realy Services, LLC

3323 Kirby Parkway, Memphis, TN 38115

			Recurring							
Unit	**Lease Start**	**Lease End**	**Rent**	**CAM**	**Charges**	**Credits**	**Total**	**Deposits Held**	**Prepayments**	**Balance Due**
4089 American Way										
4045 - #10 (African Braids)	1/1/2024	12/31/2028	$1,173.93	$281.87	$1,455.80	$0.00	$1,455.80	$0.00	$0.00	$0.00
4045 - #11 (Beautiful Nails)	5/1/2024	11/30/2025	$1,068.75	$228.87	$1,297.62	$0.00	$1,297.62	$0.00	$0.00	$0.00
4045 - #13 (Jackson Hewitt)			$1,652.50	$510.88	$2,368.89	$205.51	$2,163.38	$0.00	$0.00	$0.00
4055 - #6 (Village Mart)	1/1/2024	12/31/2028	$4,957.30	$2,077.91	$6,436.32	$0.00	$6,436.32	$0.00	$0.00	$598.89
4075 (Merit Academy)						$0.00	$0.00	$0.00	$0.00	$0.00
4085 - #22&23 (ShekinahGlory)	8/1/2025	7/31/2026	$2,552.00	$935.73	$2,805.00	$0.00	$2,805.00	$0.00	$0.00	$682.73
4089 - (vacants)						$0.00	$0.00	$0.00	$0.00	$0.00
4095 - #8 & 9 (Magic Kidz)	9/1/2023	8/31/2028	$2,297.31	$751.42	$3,048.73	$0.00	$3,048.73	$0.00	$0.00	$0.00
4096 - #10 (Atlas Behavioral)	2/1/2026	1/31/2029	$2,000.00	$998.00	$3,186.00	$188.00	$2,998.00			$0.00
4095 - #10 (vacant)						$0.00	$0.00	$0.00	$0.00	$0.00
Total for 4089 American Way			**$15,701.79**	**$5,784.68**	**$20,598.36**	**$393.51**	**$20,204.85**	**$0.00**	**$0.00**	**$1,281.62**

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Memphis Merit Academy Charter School - Monthly MMA Board Meeting - Agenda - Thursday April 16, 2026 at 5:30 PM

Progressive RealtyServices,LLC
Making Home Ownership Dreams Come True

Consolidated Cash Flow Statement

For the Period Ended - 3/31/2026

Memphis Merit Academy Real Estate, LLC

Cash Flows from Operating Activities (Income)	
Rental Income	$15,701.79
CAM Income	$4,503.06
Total Income	**$20,204.85**

Cash Flows from Operating Activities (Expense)	
12% Fee	$2,424.58
Lanscaping - Routine Maintenance	$2,000.00
Parking Lot Security (Varangian Consulting LLC)	$12,738.00
Lanscaping Services Initial fee(Citywide Construction 9	$500.00
Landcaping Services (Citywide Construction)	$1,300.00
Light Fixtures (Johnson Mechanical Service	$3,600.00
Total Expense	**$22,562.58**

Net Income	**-$2,357.73**

Adjustment to Net Income

Security Deposit held by Progressive Realty Services, LLC	
Property Management Application Fee	$0.00
Beginning Cash Balance	$0.00
Ending Cash Balance	-$2,357.73

Progressive RealtyServices,LLC
Making Home Ownership Dreams Come True

Delinquent Tenants

As of 3/31/2026, Current tenants

Progressive Realty Services, LLC
3323 Kirby Parkway, Memphis, TN 38115

Unit	Total	Aged balances 0-30 days	31-60 days	61-90 days	91+ days
4089 American Way					
4045 - #10 (African Braids)	$70.26	$0.00	$35.13	$35.13	$0.00
4045 - #11(Beautiful Nalis)	$228.87	$0.00	$228.87	$0.00	$0.00
4055 - #6(Village Mart)	$1,197.78	$598.89	$598.89	$0.00	$0.00
4085 - #22&23(ShekinahGlory	$4,168.21	$3,487.73	$680.48	$0.00	$0.00
4095 - #8&9(Magic Kidz)	$211.54	$0.00	$211.54	$0.00	$0.00
Grand total for all properties	**$5,876.66**	**$4,086.62**	**$1,754.91**	**$35.13**	**$0.00**

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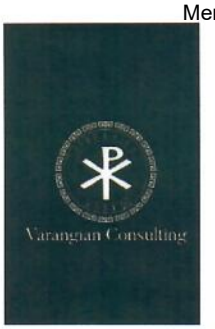
Memphis Merit Academy Charter School - Monthly MMA Board Meeting - Agenda - Thursday April 16, 2026 at 5:30 PM



varangian consulting

6892 gallop dr
cordova, TN 38018
9015505386
varangianllc@gmail.com

INVOICE
INV00003

DATE
03/13/2026

BALANCE DUE
USD $12,738.00

BILL TO

progressive realty services LLC

+1 901-859-7637 dreamhomeldw@aol.com

DESCRIPTION	RATE	QTY	AMOUNT
parking lot security 3/1- 3/7 95hrs 3/8-3/14 98hrs 3/15-3/21 98hrs 3/22-3/28 95hrs	$33.00	386	$12,738.00

TOTAL $12,738.00

Payment Info

BALANCE DUE
USD $12,738.00

Scan this code to pay online

SHIMAR X WILLIS

Job Site:
4075 American Way
Memphis,Tn 38118

Date: 3/16/26

Project Title: Sweep and Blow Clear all Campus Sidewalks, Entryways, and Common Outdoor Areas Each School Day **(Monthly)**

Invoice Number: 56705

Description	Quantity	Unit Price	Cost
Sweep and Blow Clear all Campus Sidewalks, Entryways, and Common Outdoor Areas Each School Day	1		$2,000.00
		Subtotal	$2,000.00
		Total	$2,000.00

Thank you for your business. It's a pleasure to work with you on your project.

Sincerely yours,

Shimar X Willis

Bill To

Leah Wooten

For: 4075 American Way

Memphis, TN 38118

(901) 859-7637

Citywide Construction 901
6000 POPLAR AVE ST 250
MEMPHIS, TN. 38119
PHONE: (901) 518-5078
EMAIL: CTHOMPSON901@ICLOUD.COM

Payment terms: Due upon receipt
INVOICE # **23**
DATE **03/23/2026**
BUSINESS / TAX # **LIC # 10582**

DESCRIPTION	**TOTAL**
LANDSCAPING SERVICES – INITIAL SERVICE PAYMENT.	$500.00
Subtotal:	**$500.00**



Signed on: 03/23/2026
Chauncey Thompson

Leah Wooten

ESTIMATE

Prepared For

Leah Wooten
3323 Kirby Parkway
Memphis, Tn 38115
(901) 859-7637

Citywide Construction 901

6000 Poplar Ave St 250
Memphis, Tn. 38119
Phone: (901) 518-5078
Email: cthompson901@icloud.com

Estimate #	48
Date	03/26/2026
Business / Tax #	LIC # 10582

Description	Total
Landscaping	$1,300.00

Landscaping

1. Lawn Maintenance
   - Cut and edge all grass areas (front, sides, and rear)
   - Blow off driveway, sidewalks, and porch areas after service

2. Weed Removal
   - Remove all visible weeds from flower beds, cracks, and perimeter areas
   - Apply weed control treatment (optional add-on if needed)

3. Mulch Installation
   - Prep and clean designated driveway landscaping area
   - Install fresh mulch black in color
   - Evenly spread and level for clean finish

4. Pier Cleaning
   - Clean all 4 exterior piers
   - Remove dirt, debris, Weeds

Subtotal	$1,300.00
Total	**$1,300.00**

Powered by BoardOnTrack



Signed on: 03/26/2026

Chauncey Thompson

Leah Wooten

Johnson Mechanical Service LLC

Servicing Our Customers with a Smile
TN Lic. #66171 MS Lic. #20996 ARK Lic. #1559
3325 Kirby Parkway Suite 101
Memphis, TN 38115
www.johnson-mechanicalservices.com
MBE-SBE-LSOB-DBE-SDVOSB

Customer: Progressive Realty
Address: 4075 American Way Suite 10
Scope of Work: Light Fixtures
Invoic#: 347870
Date: 3/8/2026

Description	Material	Labor	Total
Install 2x4 LED light fixtures 1. Main lobby- 45 fixtures 2. Men restroom- 3 fixtures 3. Women restroom-2 fixtures 4. Break room- 2 fixtures 5. Storage room- 2 fixtures 6. Office 1- 1 fixture 7. Office 2- 2 fixtures 8. Office 3- 1 fixture 9. Office 4- 2 fixtures Total 60 fixtures	$2,400	$1,200	$3,600
Total Cost			**$3,600**

Serving Our Customers With A Smile.

If you have any questions about this estimate, please contact
Antonio Johnson at 901.650.0348 or email us at johnsonmechanical72@outlook.com.

Coversheet

Property Management Requests - Subleasing

Section: VI. Other Business
Item: D. Property Management Requests - Subleasing
Purpose: Vote
Submitted by:
Related Material: Atlas_ Lease Compliance – Subleasing Concern_4.15.2026.pdf

Memphis Merit Academy Real Estate

Subject: URGENT: Lease Compliance – Subleasing Concern

Dear Nicole Crane of Atlas Therapy,

I hope this message finds you well. We are reaching out to address an important matter related to your current lease and to work together toward bringing everything into full compliance.

It has come to our attention that the property may currently be occupied or utilized by an additional party not reflected in the original lease agreement. We understand that operational needs can evolve, and we want to approach this in a way that is supportive while also ensuring alignment with the lease terms.

As outlined in the lease agreement, under **Section 23: Sublet and Assignment (page 5)**:

> "Tenant may not sublease the Property in whole or in part or assign this Lease without the prior written consent of Landlord."

At this time, we do not have a record of written consent for any subleasing or third-party occupancy arrangement. Our primary goal is to ensure that all use of the property is properly documented and structured in a way that protects both parties and minimizes any potential legal or insurance-related risks.

Next Steps (Collaborative Resolution):
To help us move forward constructively, we ask that you please provide a written response by **[24 hours – prior to the 4/16/2026 MMARE Board Meeting]**, including:

- The nature of the current occupancy or use arrangement
- The identity of all individuals or entities utilizing the space
- Background information on the business for Board review
- Any agreements (formal or informal) related to the arrangement

The purpose of this request is to ensure that all parties involved are fully protected. As you know, all activity associated with the property must be properly reported and subject to audit. Under the current structure, there is no formal record of business function for the additional occupancy, and we want to ensure that all standard operating procedures are in place to adequately support the need and maintain compliance.

Our intent is to review this information with the Board and determine a path forward that supports your operations while ensuring compliance with the lease and protection for all parties involved.

We appreciate your prompt attention to this matter and your partnership in resolving it appropriately. Please do not hesitate to reach out if you would like to discuss ahead of your written response.

Sincerely,



Lakenna Booker
Authorized Agent
Memphis Merit Academy Real Estate