

## EdTec Back-Office Services Proposal for American Indian Model Schools



"Proud ECHS Junior"

Environmental Charter High School, Lawndale  
~ 2012 Federal Green Ribbon Schools Award Winner ~

Environmental Charter Schools:  
*EdTec Back-Office Service Client since 2008*

# EdTec Back-Office Services Proposal for American Indian Model Schools

June 15, 2018

## Table of Contents

1) EdTec Service Differentiators .....	Page 3
2) EdTec Company & Services Overview .....	Page 4
3) EdTec Back-Office Service Proposal Scope .....	Page 7
4) Proposal Terms & Pricing .....	Page 12
5) Client References .....	Page 13
6) Additional EdTec Services .....	Page 14
7) Conclusion .....	Page 15
<u>Appendices:</u>	
Appendix I: EdTec Back-Office Service Scope .....	Page 16
Appendix I-A: Sample Financial Analysis Presentation .....	Page 23
Appendix II: Data Analysis Services .....	Page 36
Appendix III: LCAP 360 Service .....	Page 38
Appendix IV: EdTec Services Beyond Back-Office .....	Page 39
Appendix V: The EdTec Team .....	Page 40
Appendix VI: Client References .....	Page 56
Appendix VII: EdTec School Portal Overview .....	Page 59

## 1. EDTEC SERVICE DIFFERENTIATORS

### Back-Office Service Benefits for American Indian Model Schools

- Caliber of Staff and Staff Loading: EdTec's success in delivering its high-quality service level and in achieving impressive client satisfaction levels is squarely built upon its approach to hiring, training and staff loading levels.

The caliber of EdTec's team is unparalleled among back-office providers. We are very selective in our hiring process and invest heavily in initial and ongoing staff training, in the maintenance of and adherence to best practices, and in the development of quality tools for our team to use in the provision of services.

Importantly, EdTec is also very careful about staff loading levels to ensure that our staff can be highly effective in providing support to our school partners. This approach allows your assigned EdTec support team members to have the time to truly know your school and your team, to be proactive in their support, to be responsive to school and board requests, and to remain knowledgeable in their respective areas of specialization on new and existing programs and compliance requirements.

- Thoughtful Analysis & Insightful Board Presentations: EdTec attends and presents at Client board meetings, providing a clear and objective perspective to the board regarding the school's financial health, with a focus on creating economic stability. EdTec's financial analysis presentations to the board are another important differentiator versus other back-office providers. By delivering a thoughtful analysis of the school's financial data and trends, with a forward outlook, EdTec provides the board with the necessary information and guidance for better decision-making on key opportunities and risks facing the organization.
- Team of Specialists: Each of our school partners is assigned a support team of six to seven specialists, led by a Client Manager (CFO / Director of Finance skill set), that works directly with the school staff and, as applicable, the board. This approach provides for a depth of expertise in each functional support area that is unique to EdTec.
- Local Provider & Familiarity with OUSD: EdTec's headquarters is in Emeryville and situated very close to the AIMS campuses. This local presence will facilitate a strong working relationship in that the school's Client Manager will be able to attend the majority of board meetings, finance committee meetings and working sessions in person. EdTec also has significant experience supporting clients authorized by OUSD as well as strong relationships with the OUSD charter office staff.
- Accurate Forecasts and Financial Reporting: EdTec uses a sophisticated financial model that enables your Client Manager to accurately forecast monthly and year-end results (updated monthly) and to perform out-year modeling. EdTec also provides what-if scenarios and break-even analyses on-demand.
- 24/7 Visibility to Detailed Financial Information: Through the EdTec School Portal (ESP) - a robust accounting, operations, and compliance system - all of our back-office clients have 24/7 online visibility to financial data and historical transactional detail, financial reports, grant expense tracking, compliance management and EdTec's proprietary Knowledge Base.

- Regularly Presents at Conferences and Workshops: EdTec has over 17 years of experience supporting charters in California and has developed a team with deep knowledge and expertise. This has enabled our team to regularly present at workshops and conferences across the state, and to provide training, tools and professional development resources to our school partners.
- Most Flexible Back-Office Service Delivery Model: Only EdTec offers completely flexible, tailored and affordable back-office support solutions for any type of charter school at any stage of development or growth. From fully outsourced support to hybrid support (blend of school staff support and EdTec staff support) to insourced business operations (school staff as primary with EdTec training on operations processes and best-practices using the EdTec School Portal).
- Comprehensive Service Offering: In addition to the comprehensive back-office service scope, EdTec offers a unique combination of staff skill sets and expertise across an extensive range of value-added governance, educational support, and school software solution services that can be tailored to American Indian Model Schools' needs as the organization evolves.
- Unmatched LCAP Expertise: LCAP 360 by EdTec is a fully integrated service that is the only offering of its kind. LCAP 360 pulls together our deep LCAP program knowledge, performance analysis expertise, and Student Information + Student Assessment System experience across multiple platforms into a cohesive support program for charter school LCAP plan development, review and maintenance, metric development and tracking, and analysis.

## 2. EDTEC COMPANY & SERVICES OVERVIEW

### EdTec Overview

EdTec is a social venture founded in 2001 to develop, support and advance quality charter schools. Our exceptional team provides unparalleled expertise and support to charter schools across a comprehensive range of services, including:

- Back-Office / Business Services
- Charter Development
- Educational Support
- School Software Solutions

EdTec is a statewide and national provider that currently supports over 300 charter schools, charter development teams, and charter support organizations across a comprehensive range of services.

Founded to be the "business office" for independent charter schools and to provide small, large and multi-site charter schools with the business expertise they require. EdTec has the economies of scale to hire experienced personnel who specialize in different areas of school management and best practices.

EdTec is headquartered in Emeryville, CA (San Francisco / Oakland area) and has a regional office in downtown Los Angeles to serve its Southern California charter school clients. EdTec has an overall staff of approximately 70 full-time employees.

EdTec is a partner, sponsor and service provider to charter school support organizations in multiple states, including: California, Georgia, Illinois, Louisiana, Nevada, New York, Tennessee, and Washington State.

#### EdTec Experience, Reputation for Quality, & Operational Best Practices

- By providing services exclusively to charter schools since 2001, EdTec has developed deep expertise and best practices in the areas of school operations, governance, school and student performance analysis, etc.
- EdTec's reputation for integrity, expertise and quality services delivery is evidenced in part by the frequency and number of charter schools and developers across the state that are referred to EdTec by our existing clients, respected charter support organizations and services providers, including the California Charter Schools Association, the California Department of Education, charter authorizers, audit firms and legal services providers.
- EdTec has been developing, evaluating and refining its service delivery and processes since its inception - resulting in a thoroughly defined and documented catalog of procedures, best practices, and methodologies to on-board, train, and support our client schools. All process and other documentation is periodically updated and improved upon.
- EdTec follows a philosophy of continuous improvement. We determine client requirements, expectations and preferences by working closely with our school partners throughout the year and by conducting the in-depth Customer Satisfaction Survey process that occurs annually. During the Customer Satisfaction Surveys, EdTec Executive Staff go through a detailed list of customer satisfaction questions, review existing processes and training requirements, and discuss strategies for improving workflow and results.
- EdTec employees are encouraged to participate in training sessions specific to their functional area/area of specialty (e.g., STRS/PERS training for payroll service staff), deliver presentations at conferences, and engage in internal cross-departmental training for better understanding of the overall service delivery process. Company staff meetings typically include an educational presentation delivered by a staff member around a relevant charter school topic, including new compliance measures/regulations, new/existing EdTec services being provided to our partner schools, etc.
- Customer feedback and employee suggestions for process improvement are encouraged, heard, evaluated and implemented through regular client interaction, internal departmental meetings, weekly Executive Staff meetings, and company staff meetings.
- Additionally, the Executive Team goes through an annual planning process to evaluate Customer Satisfaction Survey results, staffing levels, existing products/services, potential new initiatives, financial performance and growth objectives, and our success in adhering to the company's mission.

#### Overview of EdTec's Back-Office Service Delivery Options

A *unique benefit* to schools that partner with EdTec is the flexibility and variety of back-office support options that it offers.

Schools can opt for different support models and/or service levels that best suit their stage of development, staffing levels, skill sets, and/or philosophical approach to the handling of the back-office operation as they grow and evolve:

▪ Outsourced Service Bundles:

- Full Service: comprehensive back-office scope of service bundle for new or existing schools.
- Core Service: reduced back-office scope of service bundle for established schools that provides key areas of support and expertise at reduced cost.
- Tailored Service Bundle:
  - Designed for schools that want to migrate from an outsourced back-office model to an internal school staffing model using the EdTec School Portal as the operations software platform.
  - EdTec will tailor a service bundle for the school's specific support needs and budget and that complements internal staff skill sets.

▪ In-House Support Options:

**edtec SCHOOL PORTAL**

EdTec School Portal (ESP) Licensing & Support: The only enterprise operations platform designed and configured specifically for California charter schools. ESP provides integrated accounting, budgeting, reporting, compliance management, school operational best practices, etc.

Licensed and supported by EdTec, ESP is an excellent solution for:

- 1) Schools that choose an internal back-office staffing model that leverages ESP as its accounting, reporting and operations system.
- 2) Schools that start out by outsourcing the back-office with EdTec and later wish to smoothly transition from EdTec's back-office service to an internal staffing model that leverages ESP as its accounting, reporting and operations system.

The platform features the following modules:

- Management Dashboard of Key School Performance Indicators
- Accounting & Budgeting with SACS Compliant Chart of Accounts
- Financial Management and California State Financial Compliance Reporting
- EdTec Knowledge Base of Charter School Operations Topics & Best Practices
- Compliance Management: Events calendar deadlines by school user role; cross-referenced to EdTec Knowledge Base and to external information / program guidance
- Payroll & HR Information Management

ESP Licensing + Supplemental EdTec Services Wrapper:

- Schools can purchase back-office service wrappers to supplement their internal skill sets and the capabilities of the EdTec School Portal.

- o This blended service approach provides charter schools with the ability to cost-effectively and efficiently run the back-office operation in-house with internal staff on a platform tailored to their needs while also leveraging EdTec's expertise via a consulting services wrapper to build internal capacity and minimize risk during a migration from the outsourced model to in-house.

For additional details on the EdTec School Portal's features and benefits, please see [Appendix VII: EdTec School Portal Overview](#) that begins on page 59.

### 3. EDTEC BACK-OFFICE SERVICE PROPOSAL SCOPE

#### Proposal Service Bundle Highlights & Staffing for American Indian Model Schools

The following describes some of the highlights of the back-office service provided by EdTec, although it is only a partial list of the overall service scope. For a detailed description of the entire back-office service scope being proposed, please see:

- o [Appendix I: EdTec Back-Office Service Scope](#), starting on page 16.
- o [Appendix I-A: Sample Financial Analysis Presentation](#), starting on page 23.

Several of the areas highlighted below are key differentiators of the EdTec Back-Office service on which we regularly hear highly complimentary, proactive feedback from our partner schools.

EdTec's services differentiation comes in the level of quality / expertise being delivered in each support area, the caliber of EdTec staff, the resource availability to support the school when a need is presented, and completeness of support in each category.

#### ▪ Overall Service Delivery

The overall EdTec service delivery is *proactive, forward-looking* and brings our deep charter operations expertise to bear on behalf of our school partners.

- o Cash flow projections that are updated *monthly*
- o Budget forecasts that are updated *monthly*
- o EdTec provides expert budget and actuals interpretation - flagging necessary changes, adjusting assumptions and forecasts throughout the year, and warning about potential future cash flow issues.
- o Further, *EdTec takes its responsibility seriously as a trusted service provider to the school's Board of Directors and as a key partner in assisting the Board to meet its fiduciary responsibilities.*

#### ▪ Top Caliber Staff / Back-Office Service Staffing

- o Our partners benefit greatly from having a highly capable and experienced team of specialists assigned to their school. Your assigned EdTec team members will work hard to quickly get to know your office staff and the specifics of your school and programs.
- o The EdTec Client Manager (CM) resource is the primary and regular contact for the school leader(s) and is responsible for the back-office service delivery to the schools and the Board. The CM manages the client relationship, is responsible for client satisfaction and for delivering EdTec's high levels of customer service.

- Each school is assigned a support team that consists of the following specialists:
  - Client Manager and/or Business Manager (CFO / Director of Finance profile)
  - Accounting Specialist
  - Payroll Specialist
  - Accounts Payable Specialist
  - Attendance Data Support Specialist (*if applicable, based on service scope*)
  - Board Support Administrative Specialist

Please see [Appendix V: The EdTec Team](#) on page 40 for bios of the entire EdTec staff.

▪ Business Consulting:

Perhaps the highest-value differentiating element of the EdTec service offering is in the area of business consulting. The Client Manager and, as necessary, EdTec's senior management, will assist the school leader and the Board in a variety of critical areas:

- Strategic budget development – EdTec works closely with the school director and the Board to understand the school's program and operations and frequently advises the school on strategic financial planning and budget scenario development. This can include facilities cost scenario modeling, school/network growth scenarios, etc.
- Negotiations – EdTec supports the school director(s) and the Board in negotiations related to issues such as MOUs, facilities, and SPED with districts, landlords, vendors, and others, including developing presentations and analyses to buttress the school's position.
- Financing support – EdTec assists clients in preparing loan packages and connecting the school with non-traditional/specialized funding sources such as New Market Tax Credits, Low Income Investment Fund resources, and philanthropic funds.
- Special Projects – EdTec performs business-related special projects within reason, such as evaluating school transportation scenarios, portables leasing/purchasing, etc.

▪ Board Support:

- Board Meeting Attendance & School Leadership Support: The Client Manager works closely with both the school leader and the Board throughout the year and is typically called upon to advise in a variety of areas beyond the standard financial reporting and analysis. The CM also helps the Board to stay in compliance with the Brown Act at Board Meetings.
- Financial Analysis Presentation: The Client Manager develops a thorough Financial Analysis presentation for each Board Meeting that supplements the monthly financial reports and that informs and facilitates senior-level decision making.

Please see [Appendix I-A: Sample Financial Analysis Presentation](#) starting on page 23.

- Agenda Development: EdTec works with the school leader and the Board to develop each month's agenda and recommends appropriate agenda items based on prior meeting minutes, upcoming compliance deadlines, necessary policies/ resolutions, etc.
- Board Materials & Distribution: EdTec collects, organizes, and collates materials electronically for each meeting and emails the information to Board members well in advance of the meeting (typically one week).
- Board Meeting Minutes: EdTec reviews and edits Board meeting minutes, incorporating Client feedback as necessary, for inclusion in the Board binders.



- Compliance & Accountability Support:
  - Funding compliance – EdTec makes compliance recommendations regarding funding requirements, such as PCSGP implementation grant funding and other restricted funds.
  - Employee files – EdTec provides schools with templates for employee files, forms, and procedures to help ensure compliance with employment laws. (Note: the school should have an attorney review all legal issues).
  - ESSA compliance support - EdTec can help the school understand the requirements of the Every Student Succeeds Act (ESSA) as information becomes available. On an hourly basis, EdTec can also provide assistance on the development of the school’s Local Control Accountability Plan (LCAP) and related school and student performance analysis.
  - SPED compliance – EdTec provides checklists and general information to help schools understand their responsibilities related to Special Education. However, EdTec recommends getting specialized assistance in this area to ensure complete compliance.
  - District and state regulation compliance – EdTec can help the school identify areas where it may not be in compliance with district or state regulations.
  
- Complete Attendance / Data Support *(if applicable, based on service scope)*

EdTec’s team of attendance specialists advises the school on how to take proper attendance, reviews the data for irregularities that could indicate errors, and prepares/submits the key attendance reports to the state. EdTec’s attendance data support is agnostic of which SIS the school uses. Key components of this support area include:

  - Internal attendance reporting – EdTec assists with monthly attendance reports based on school-provided data.
  - Government attendance reporting – Using school-provided data, EdTec prepares and/or performs a quality assurance check of government attendance reports, including the 20-day report, P-1, P-2, and P-Annual.
  - Attendance procedures assistance – Assistance in reviewing school’s attendance accounting procedures and advising on areas for improvement.
  - Quarterly ADA Analysis – EdTec reviews ADA data to ensure the school is on track with projections.
  - Non-attendance data reporting - EdTec provides expert guidance, training and support on CALPADS and CBEDS reporting.
  
- Comprehensive Financial Audit Support

EdTec has an impeccable record of smooth and clean audits for our school partners. EdTec does the “heavy lifting” on behalf of your organization that minimizes school leadership and staff time in the process.

  - Audit Support: EdTec prepares the financial documents for the audit and works side-by-side with your auditing firm’s personnel at EdTec’s offices.
  - Single Audit Act of 1984: EdTec provides support in school compliance with accounting related audit requirements, including the Single Audit Act of 1984.
  - IRS Form 990 Support: EdTec supports the school and auditor in preparing Form 990 tax-exempt organization annual filing.

- Charter Development & Grants Administration
  - Financial Reports – EdTec prepares customized financial reports for grant purposes.
  - Fund Accounting – EdTec sets up fund accounting to track direct and allocated costs to grants.
  - Consolidated Application / CARS – EdTec prepares and files the ConApp parts 1 and 2 for eligible schools.
  
- View Access to the EdTec School Portal

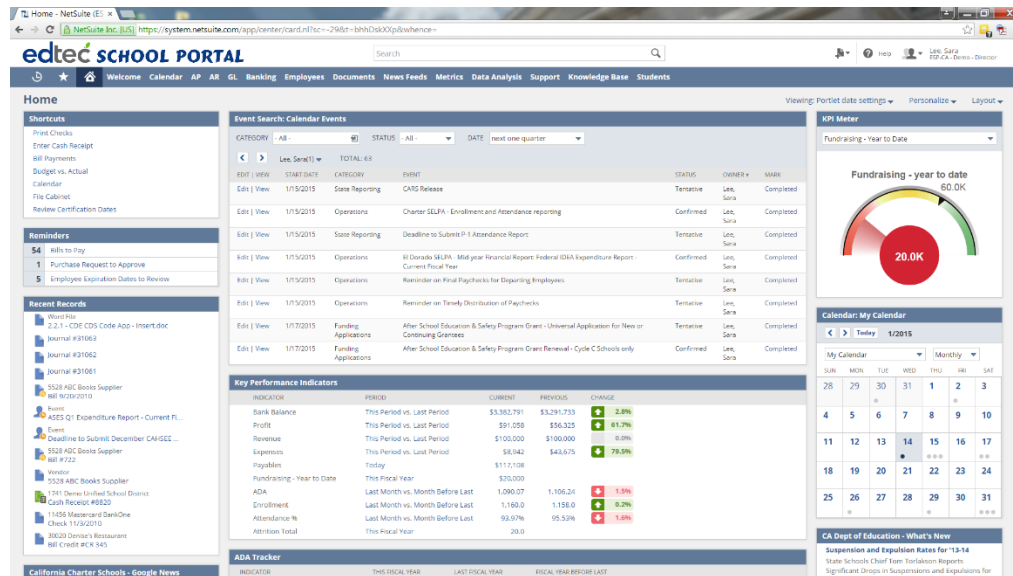
## **edtec** SCHOOL PORTAL

As part of the outsourced back-office service - at no additional cost – the school receives view-only access to the EdTec School Portal (ESP).

Unique to EdTec’s service offering, ESP provides the school users (e.g., school leader, business or operations manager, board treasurer) with 24/7 web-based view access / visibility to the following key information, features and reports:

- Management Dashboard of Key Performance Metrics: visibility to key financial performance metrics.
- Financial Reports: Budget vs. Actual, Income Statements, etc.
- Accounts Payable and Receivables Reporting: AP & AR reporting capabilities.
- Knowledge Base: Online, searchable knowledge base developed by EdTec over the last 9 years that contains over 400 pages of operational best practices (board governance, policies and procedures, etc.), Information Sheets on key charter topics (funding programs, compliance events, etc.) with links to external websites, forms, etc. EdTec continually updates and maintains the information in the knowledge base.
- Compliance Event Management: EdTec populates the ESP dashboard with compliance events (assigned and viewable by role) with due dates, recommended start dates, and cross referenced to EdTec’s proprietary online, searchable knowledge base. Users can open compliance events to view detailed descriptions and link directly to knowledge base content on the applicable topic and/or to external website pages on that topic (e.g., CDE guidance pages and/or forms).
- Employee Information Tracking: ESP tracks key employee information such as expiration dates for credentials, first aid, and TB Test due dates. ESP also provides automated reminder emails that notify designated staff of expiry / due dates, 30 – 60 days in advance.

Screen Shot of the ESP Performance Management Dashboard:



Benefits of ESP view access for American Indian Model Schools include:

- o School leader and office staff time savings in managing school operations
- o Better access to key school financial metrics
- o Simplified tracking and control of school expenses
- o Minimized compliance risk
- o Facilitation of sound, data-driven decisions
- o Unprecedented visibility to the organization's overall performance
- o Improved Board Governance

#### 4. PROPOSAL TERMS & PRICING

##### Back-Office Service Pricing for American Indian Model Schools

- Contract Term: July 1, 2018 through June 30, 2020 (24 months)
    - EdTec requires an initial contract term of 2 years / 24 months. After the initial term, the contract renewal term is on a 1 year / 12 month basis.
  - Service Scope: See **Appendix I: EdTec Back-Office Service Scope**, beginning on page 16.
  - Service Cost:
    - 2018/19 School Year Back-Office Service Cost:
      - The proposed service cost below is based on AIMS' projected enrollment of approximately ~1,333 students for the 2018/19 school fiscal year.
      - Full Back-Office Annual Service Cost = \$192,500\*  
*\*Annual cost represents 1.32% of projected overall school revenue*
      - **Service Scope Adjustments**:
        - Payroll Credit for Month of July\*\* = (\$ 3,500)
        - Attendance & Data Reporting (Optional Adjustment)\*\* = (\$ 7,000)
        - Adjusted Annual Service Cost = \$182,000\*\*\*\*  
*\*\*As discussed with AIMS, EdTec would begin providing payroll support no earlier than the mid-month payroll cycle in August due to lead times required to properly transition AIMS from its current payroll platform to Paylocity.*  
*\*\*\*EdTec could provide support upon the school's request on an hourly time and materials basis, and subject to staff availability.*  
*\*\*\*\*Annual cost represents 1.24% of projected overall school revenue*
    - 2019/20 School Year Back-Office Service Cost:
      - The proposed service cost below is based on AIMS' projected enrollment of approximately ~1,450 students for the 2019/20 school fiscal year.
      - Full Back-Office Annual Service Cost = \$202,500\*  
*\*Annual cost represents 1.26% of projected overall school revenue*
      - **Service Scope Adjustment**:
        - Attendance & Data Reporting (Optional Adjustment)\*\* = (\$ 7,500)
        - Adjusted Annual Service Cost = \$195,000\*\*\*  
*\*\*EdTec could provide support upon the school's request on an hourly time and materials basis, and subject to staff availability.*  
*\*\*\*Annual cost represents 1.21% of projected overall school revenue*
- \*Note: Fees are for the service scope detailed in **Appendix I: EdTec Back-Office Service Scope**, beginning on page 16.*
- Additional Costs:
    - One-Time Set-Up & Conversion Charge: \$7,500

- o Third-party platform check processing:
  - EdTec's payroll support time is included in the back-office services cost above and includes providing the necessary charter school expertise to properly manage set up, perform processing and reporting related to the payroll function. The back-office service cost quoted above includes support for payroll frequency of up to 2x/month.
  - The school pays monthly check processing costs separately, to be quoted by the third-party platform provider (currently Paylocity) if you elect to move forward with EdTec. Paylocity check processing and related fees are calculated based on school staffing levels and payroll cycle frequency.
    - Based on AIMS' projected size in 2018-19 and 2019-20, the estimated annual Paylocity platform check processing fees for 2x/month payroll frequency should be in the \$7,000 - \$7,500/year range. This estimate also includes Paylocity's one-time implementation fee, W2 reporting, etc.

#### Additional Support Options for 2020/21 +

- For 2020/21 and subsequent school years, American Indian Model Schools would have the flexibility of electing any of the following EdTec support options:
  - o Outsourced Support:
    - Continue with the proposed outsourced service bundle.
    - Move to an adjusted service bundle based on any changes to school requirements.
  - o In-House Support:
    - Licensing the EdTec School Portal (ESP) for use by school staff (existing or new hires) to manage the school's business operations with internal staff.
    - In addition to an ESP license, contracting for an optional ESP Services Wrapper that would allow the school to confidently develop internal staff and operations skill sets on a timeline that suits its needs for smooth, low-risk transition to an in-house model.

## 5. CLIENT REFERENCES

We encourage American Indian Model Schools to contact our back-office clients for references. EdTec is proud to state that all of our clients are referenceable. Please see Appendix VI: Client References on page 56 for a representative list of clients with contact information.

*"EdTec goes above and beyond and is a true partner to our organization. Everybody at EdTec from our senior finance lead to the transactional team demonstrates a work ethic, depth of knowledge and level of integrity incomparable to anyone else in the field.*

*We have grown from one school to a five-school charter management organization, and EdTec is instrumental in ensuring we're proceeding in the right direction and prepared for the future. We are confident and grateful when we say: EdTec works for us.*

*They are truly integral to our organization and I am proud that EdTec is part of the Fenton family."*

*Irene Sumida - Founder & Executive Director  
Fenton Charter Public Schools*



## 6. ADDITIONAL EDTEC SERVICES

- A key benefit of working with EdTec on back-office support is the broad range of additional services and capabilities we bring to the table for our school partners. Our back-office clients frequently leverage EdTec staff – who they know and trust - on an hourly / project-billable basis in the areas of School Performance & Educational Support Services (e.g., charter renewal, strategic planning, board governance training, and student / school performance data analysis).

Further, our back-office clients typically enjoy real savings on hourly project costs since EdTec is already very familiar with the school and the organization’s programs and operations.

- Please see [Appendix IV: EdTec Services Beyond Back-Office](#) on page 39 for a list of the value-added services that are available on an hourly billing basis.
  - EdTec is the only provider of an integrated, end-to-end LCAP service for charter schools. Please see [Appendix III: LCAP 360 Service](#) on page 38 for more information.
- EdTec also offers support expertise on select school software solutions, in use by many charter schools, which may be of interest to EMC<sup>2</sup> Schools:



### Student Information System (SIS) Support

- EdTec provides expert attendance accounting support under the back-office service scope and pricing proposed above (regardless of the SIS in use by the school).
- For schools interested in SIS software support, EdTec offers ad hoc hourly billable and project billable services for some of the leading SIS platforms such as PowerSchool, Illuminate, and School Pathways.

**PowerSchool**



### Student Assessment System Licensing and Support

- Through our partnership with IO Education, EdTec can also provide two cutting-edge assessment management systems, along with top notch, charter-specific technical support services, all at an affordable price for charters. Please see [Appendix II: Data Analysis Services](#) on page 36 for more information.



## 7. CONCLUSION

Thank you for allowing EdTec the opportunity to present this services proposal to American Indian Model Schools - we hope it is responsive to your needs. EdTec would be honored to serve your school and will work tirelessly towards its continued successful operations.

We look forward to your feedback and questions - please let us know if there is any additional information that you require.

Sincerely,

*Stephanie Cho*

Stephanie Cho  
Senior Business Development Manager  
1-510-663-3500 x329  
[stephaniec@edtec.com](mailto:stephaniec@edtec.com)

## APPENDIX I: EdTec Back-Office Service Scope

### Scope of Services:

The philosophy of our Back-Office Services is that we provide outsourced solutions so your school leadership and staff can focus on its educational mission. Financially, the school benefits because it does not need to hire (or supervise) a business office staff. Moreover, you receive the benefit of our deep charter school operations experience.

Following is a detailed list of the services EdTec will provide:

### 1. FINANCE and ACCOUNTING

#### Budgeting:

- **Annual and multi-year budgets including cash flows** – For existing clients, EdTec works with the school leader to create annual and multi-year budgets in time for submission to the State by July 1, and for new clients entering their first year of operations, in the spring or when services begin, EdTec will review the school's budget in time for submission to the State by July 1. EdTec strives to ensure that the annual budgets are strategic documents that capture the operations and direction of the school.
- **Budget revisions (as needed, on demand)** – EdTec revises budgets as needed to reflect changing circumstances at the school or in State funding.
- **Updated monthly budget forecasts** – EdTec tracks budget to actuals and updates the budget forecast on a monthly basis (if forecasts move materially off budget, we recommend a budget revision).

#### Financial Statements:

- **Monthly year-to-date financial statements** – EdTec prepares YTD financials compared to budget in time for the regularly scheduled board or committee meeting. EdTec electronically provides the financials and presentation as part of the board package ahead of the meeting. For schools with board or committee meetings on or before the 15th of the month, EdTec will furnish the financials and presentation in time for (but not in advance of) the meeting. For schools with board or committee meetings on or before the 10th of the month, EdTec will furnish the financials and presentation (for the month prior to the previous month) ahead of the meeting.
- **Monthly cash flow projections** – EdTec monitors the school's cash position and tries to anticipate any cash shortfalls in future months so the school can adjust spending accordingly or attempt to secure cash flow loans.
- **Financial statement analysis (monthly)** – In addition to financial statements, EdTec provides a succinct PowerPoint summary and analysis of the financial statements so Board and staff can quickly focus on the salient financial issues facing the school.
- **Customized financial analysis** – EdTec performs reasonable financial analysis that the staff or board requests, e.g. providing a comparative analysis of the school's budget relative to industry norms, scenario modeling (within reason), or fulfilling a request from the authorizing entity. EdTec will also provide customized reports (within reason) for grant proposals.
- **Support in resolving financial issues** – EdTec helps the school leader find solutions to financial issues by recommending budget changes and/or identifying sources of potential funding.



#### Accounting:

- **Setup of school's chart of accounts and general ledger** – EdTec sets up and maintains the school's chart of accounts, based on EdTec's standard structure which is designed to be compliant with SACS.
- **Customized account codes** – EdTec maintains limited customized account codes for unique features of the school program. These must be established at the beginning of the fiscal year to avoid re-coding of historic transactions.
- **Fund accounting** – EdTec can track revenue and expenditures by fund, e.g. implementation grant funds and expenses or Title I expenditures.
- **Training** – EdTec trains appropriate personnel on accounting procedures and practices designed to ensure accurate record keeping.
- **Transaction recording** – EdTec records in detail all transactions in a computerized accounting system.
- **Journal entries and account maintenance** – EdTec prepares and records journal entries and maintains the general ledger according to accepted accounting standards.
- **Bank reconciliation** – EdTec reconciles primary bank and investment accounts to general ledger monthly or upon receipt of statements. Revolving and petty cash accounts are reconciled quarterly or as required.
- **Account for capital outlay expenses** – EdTec records capitalized assets as provided by the school. On an annual basis, EdTec records related depreciation and amortization in the general ledger and reconciles expenditures to fixed asset listing.
- **Generate financial reports as requested** – EdTec can generate the following reports upon request: detailed account activity; bank register activity; summary of budget; expenditures by account; cash balances; payroll register (for periods when payroll is processed by EdTec); revenues; general ledger account balances.

#### Accounts Payable & Receivable:

- **Revenue verification** – EdTec verifies that the school is receiving the correct amount of funds from State and Federal sources.
- **Revenue collection** – If the funds from the State or the county/district are not correct, EdTec tracks down the appropriate officials and alerts them of the problem. EdTec will use reasonable efforts to negotiate on behalf of the school in disputes with funding agencies over improperly calculated payments.
- **Accounts payable** – EdTec processes all invoices and, pending approval from the school leader or surrogate, pays the bills and codes them, based on school input, in the financial software, typically on a two-week schedule with limited rush payments as needed. EdTec checks to make sure there are no double payments or double billings on multiple invoices. EdTec troubleshoots payment issues with vendors. EdTec also verifies that funds are available to pay the bill.
- **Form 1099 processing** – EdTec prepares and sends 1099 Forms to vendors and government, provided that this SOW remains in effect at the end of the applicable calendar year and subject to the timely receipt of accurate and complete information and data from Client, in accordance with EdTec policies, throughout the Term and including for any portion of the applicable calendar year that preceded the provision of services under this SOW.

#### Purchasing:

- **Vendor selection** – EdTec provides guidance on vendors based on its experience with vendors around the State and country.

- **Purchasing assistance on big-ticket items** – EdTec can assist the school in its purchase or leasing of big ticket items such as portables.

#### Government Financial Reporting:

Subject to timely receipt of information and/or materials from Client, EdTec provides the following:

- **Preliminary and final budget reports** – EdTec prepares and files the preliminary budget report by July 1st based on the board adopted budget and a final budget as required.
- **Interim financial reports** – EdTec prepares and files the two interim financial reports to the district or county by the December 15 and March 15 deadlines.
- **Audited financial reports** – Subject to timely receipt of information and/or materials from the auditor, EdTec prepares and files the unaudited financial report by September 15. EdTec supports the Client and the auditor in the preparation (by the auditor) of the final audited report by December 15.

#### Audit:

- **Audit support** – EdTec prepares financial documents for the auditors and works side-by-side with the auditors to help ensure a smooth and timely audit process. For clarification, the school is responsible to pay auditor fees. The school shall also provide all non-financial records required by the audit – e.g. attendance records, employee records, teacher certifications.
- **Audit compliance training** – EdTec helps the school leader and audit staff develop financial policies designed to meet requirements and help protect the school from financial mismanagement.
- **Single Audit Act of 1984** – EdTec provides support in school compliance with accounting related audit requirements, including the Single Audit Act of 1984.
- **IRS Form 990 support** (and the corresponding State form, if applicable) – EdTec supports the school and auditor in preparing Form 990 tax-exempt organization annual filing. (For clarification, fees for audit and 990 are paid by school and it is the school's and auditor's sole responsibility to ensure these forms are filed).
- **Annual auditor selection form** – EdTec sends auditor information to the county in the spring.
- The school is responsible for attendance and audit of employee work.

## 2. PAYROLL and HUMAN RESOURCES

#### Payroll:

EdTec uses an external payroll processor to accomplish the following tasks. EdTec interfaces between the school and payroll processor, and performs quality checking so that the school does not need to interact with the payroll processor. The school pays payroll processing fees.

- **Payroll processing** – EdTec calculates and processes payroll and payroll-related payments/deductions for salaried and hourly employees based on information submitted by authorized Client representatives (excluding benefit accrual tracking such as vacation and sick time). EdTec works with the payroll processor to generate checks for signature by authorized Client representatives (or through electronic signature) or facilitates Direct Deposit at the Client's request. The proposed fees include up to twice per month payroll processing.
- **Payroll reporting** – EdTec works with the payroll processor to prepare and file all required payroll reports for submission to Federal and State agencies and submits electronic payroll, payroll tax reports and payroll tax deposits to the appropriate authorities for a single EDD/tax ID number. For multiple reporting numbers, an additional fee will apply.
- **Payroll record maintenance** – EdTec keeps track of payroll information. Client is responsible for maintaining all employee files, including forms based on EdTec-provided template files.

- **W-2 processing** – EdTec prepares and sends Form W-2 to the school and files Forms W-2 and W-3 with the Social Security Administration, provided that this SOW remains in effect at the end of the applicable calendar year, and subject to the timely receipt of accurate and complete information and data from Client, in accordance with EdTec policies, throughout the Term and including for any portion of the applicable calendar year that preceded the provision of Services under this SOW.
- **IRS, SDI, WC support** – EdTec assists in resolving payroll tax issues before the IRS and other Federal and State reporting agencies. EdTec also assists school with any State Disability, Workers Comp, or Unemployment Insurance claims by providing supporting payroll reports.
- **STRS/PERS and other retirement plan administration** – EdTec will help the school set up STRS/PERS accounts, and makes appropriate deductions and payments to the county for STRS and/or PERS based on information provided by the school. Note that in some cases it can take approximately 12 months to set up such contributions because of district/county delays. Also, some counties charge separately for this mandated service. The school is responsible for STRS/PERS account setup, administration and enrollments and any fees from outside parties including late fees and interest levied by STRS/PERS.
- **Benefit accrual tracking** – On an additional fee basis, EdTec can provide benefit accrual tracking for vacation and sick time.

#### Human Resources, Benefits and Insurance:

- **Employee file setup** – EdTec provides clients with template employee files and procedures to help ensure compliance with State and Federal requirements regarding Live Scan procedures, TB Test information, and/or credential verification information.
- **Contracts and handbook development support** – EdTec provides schools with non-legal, business advice on employment contracts and employee handbooks and their business implications.
- **Health benefits administration** – EdTec supports the school in the health benefits procurement process, and supports re-quotes of insurance on an annual basis. Client is responsible for all benefit reporting under the Affordable Care Act, including without limitation the Forms 1094-C and 1095-C.
- **Teacher credentialing** – EdTec provides information and assistance to school leaders to help them evaluate teacher credentials and “highly qualified” requirements.
- **Insurance procurement** – EdTec provides financial information necessary for the liability insurance quote process.

### 3. BUSINESS CONSULTING

EdTec is a strategic thought partner to its Clients and provides high-value support and guidance in the following areas:

- **Negotiations** – EdTec supports the school director and board with non-legal, business advice in negotiations related to issues such as MOUs, facilities, and SPED with districts, landlords, vendors, and others, including developing presentations and analyses to buttress the school’s position.
- **Strategic budget development** – EdTec can assist the school director and board with strategic financial planning and budget scenario development.
- **Financing support** – EdTec assists clients in preparing loan packages and connecting the school with non-traditional/specialized funding sources such as bonds, New Market Tax Credits, Community Development Financial Institution (CDFI) resources, and philanthropic funds.
- **Legal services optimization** – EdTec can help clients think through and frame issues in preparation for engaging legal counsel, thereby assisting in a more efficient use of legal services costs.

- **Special projects** – EdTec performs business-related special projects within reason, such as modeling growth, compensation and facilities scenarios, and providing an understanding of and analyzing food service and transportation options. (Note: due to State regulations, EdTec cannot complete the School Food Authority (SFA) application. However, EdTec provides assistance in understanding the process.) EdTec can also assist the school leader, within reason, in the analysis and understanding of best practices regarding a structurally sound pay scale.

#### 4. BOARD MEETING SUPPORT

- **Board mailouts (electronic)** – EdTec collects, organizes, and collates materials for each meeting (up to two board meetings per month) and makes the materials electronically available to Client in advance of the meeting. Client prints board meeting materials to have on hand for attendees.
- **Board meeting attendance** – EdTec attends regularly scheduled board and finance committee meetings in person or by teleconference (at most a total of one meeting per month and at least two meetings per three months), and presents its financial analysis presentation. EdTec can assist the board in staying in compliance with the Brown Act.
- **Board meeting minutes** - Client takes board meeting minutes and provides to EdTec for incorporation into board meeting materials. EdTec reviews and edits minutes, incorporating Client feedback, as needed.

#### 5. FACILITIES

- **Facility needs assessment and planning** – EdTec works with clients to help them refine their thinking about key facilities-related considerations and identify important facility requirements based on the school program and industry standards. EdTec helps clients think creatively about their facility needs and come up with workable solutions.
- **Prop 39** – EdTec helps the school prepare Prop 39 requests, including analyzing student data, and helps to manage timelines related to the Prop 39 process.
- **District negotiations** – EdTec will help the school negotiate deals with the district regarding facilities.
- **SB 740** – As State funding is available, EdTec prepares and submits SB 740 facilities reimbursements on the school's behalf.
- **Financial reporting to lender** - EdTec provides financial data to lenders for loan covenants.
- **Facilities funding support** – EdTec provides financial data for compliance-related reporting on State facility funding programs such as Prop 1D.
- **Facility acquisition/lease negotiation** – On a separate fee basis and subject to staff availability, EdTec can assist clients with business, non-legal advice in negotiating purchase and/or lease terms. The school's attorney should review these.

#### 6. COMPLIANCE and ACCOUNTABILITY

- Note that compliance and accountability are the responsibility of the school. EdTec will provide advice on some matters, but this information is not comprehensive. In addition, since rules, regulations and interpretations regularly change, schools should seek independent verification from their attorneys or other sources.
- **Mid-year internal review** – From time to time, EdTec may perform an internal review with client designed to help the school comply with many school regulations, or in preparation for a potential authorizer site visit. Using an EdTec-developed checklist, we assist the school staff in testing compliance in key areas, such as: Board resolutions and policies; risk management; food service; restricted funding; student and personnel files; and attendance reporting and student data.

- **Employee files** – As noted above, EdTec provides schools with templates for employee files, forms, and procedures to help ensure compliance with employment laws. (Note: the school should have an attorney review all legal issues.)
- **ESSA compliance support** – EdTec will track any financial reporting and provide any backup necessary for compliance. On an hourly billable basis, EdTec can provide assistance on Local Control Accountability Plan (LCAP) development and related school and student performance analysis.
- **SPED compliance** – EdTec provides partial checklists and general information to help schools understand their responsibilities related to Special Education. EdTec assistance does not include educational program compliance and we recommend getting specialized assistance in this area to ensure complete compliance. EdTec assists the school in completing the following reports: Maintenance of Effort (MOE), Mental Health expenditure reporting, Excess Cost Report, and year-end reporting.
- **Funding compliance** – EdTec makes compliance recommendations regarding funding requirements, such as Federal PCSGP implementation grant funding and other restricted funds. Note that, as more information becomes available, ESSA compliance may be especially complex with many school obligations.
- **District and State regulation compliance** – EdTec can help the school identify areas where it may not be in compliance with district or State regulations.

## 7. ATTENDANCE and DATA REPORTING *(Optional Scope)*

- **Local attendance reporting** – EdTec will provide support with monthly attendance reports based on school-provided data as outlined in the addendum to this Statement of Work.
- **State attendance reporting** – Using school-provided data, and at the school's request, EdTec will provide support on government attendance reports, including the 20-day report, P-1, P-2, and Annual Attendance Report.
- **Non-attendance reporting** – EdTec will provide up to 4 hours per year to support Client on CALPADS and CBEDS procedures and report generation. Support beyond the initial 4 hours is available on an hourly billable basis or on an annual fixed fee service basis.
- **Attendance procedures assistance** – EdTec will provide assistance reviewing schools' attendance accounting procedures and advising on areas for improvement, although the school is ultimately responsible for keeping accurate attendance and ADA compliance.
- **Quarterly ADA analysis** – EdTec reviews ADA data to ensure the school is on track with projections, if EdTec is provided access by the school to their Student Information System.
- **Start of year setup and support** – EdTec will provide start of year systems setup and support to the school. If the school has not chosen a Student Information System ("SIS"), EdTec will assist the school leader in evaluating the school's need for an SIS. If the school has already sourced an SIS, the school may use the designated hours for general SIS support for an EdTec-supported SIS or other data service supported by EdTec. If the school asks EdTec to access, use or troubleshoot an SIS not supported by EdTec, hourly charges will apply for EdTec to learn and use the SIS. (Note: The school is responsible for taking accurate attendance, on a system provided by the school, at the school's expense.)
- School requests for EdTec assistance on items not listed in this section shall be billed hourly.

## 8. CHARTER DEVELOPMENT and GRANTS ADMINISTRATION

- **Financial reports** – EdTec prepares customized financial reports for grant purposes, within reason.
- **Fund accounting** – EdTec sets up fund accounting to track direct and allocated costs to grants.

- **Consolidated Application (ConApp)** – EdTec prepares the Consolidated Application parts 1 and 2 for eligible schools and files in the Consolidated Application Reporting System (CARS).
- **After School Education and Safety Program (ASES)** – EdTec submits annual budget and quarterly expenditure reports.
- **School-Based Medi-Cal Administrative Activities (SMAA)** – EdTec completes quarterly reports.
- **Charter School Facilities Incentive Grant (CSFIG)** – EdTec completes semi-annual disbursement requests.
- **Deferral Exemption Application** – EdTec completes the application for the school.
- **Charter renewal** – On a separate fee basis, EdTec will prepare and advocate a charter petition for school renewal.

## 9. EDTEC SCHOOL PORTAL (ESP)

- Provided under the outsourced back-office service - at no additional cost – the school will receive 2 named user logins for the EdTec School Portal (ESP). Unique to EdTec’s service offering, ESP provides the school users (e.g., school leader, office manager) with 24/7 web-based visibility to the following key information, features and reports:
  - **Management Dashboard of Key Performance Metrics:** visibility to key financial performance metrics, etc.
  - **Financial Reporting:** Budget vs. Actual, Income Statements, etc.
  - **Accounts Payable and Receivables Reporting:** School staff will have AP & AR reporting capabilities via ESP.
  - **Knowledge Base:** Online, searchable knowledge base developed by EdTec over the last 9 years that contains over 400 pages of operational best practices (board governance, policies and procedures, etc.), Information Sheets on key charter topics (funding programs, compliance events, etc.) with links to external websites, forms, etc. EdTec continually updates and maintains the information in the knowledge base.
  - **Compliance Event Management:** EdTec populates the ESP dashboard with compliance events with due dates, recommended start dates, and cross referenced to EdTec’s proprietary online, searchable knowledge base. Users can open compliance events to view detailed descriptions and link directly to knowledge base content on the applicable topic and/or to external website pages on that topic (e.g., CDE guidance pages and/or forms).
  - **Employee Information Tracking:** ESP tracks key employee information such as expiration dates for credentials, first aid, and TB Test due dates. ESP also provides automated reminder emails that notify designated staff of expiration due dates, 30 – 60 days in advance.

**Appendix I-A: Sample Financial Analysis Presentation**

# **Sycamore Valley Academy**

## **Financial Update**



Business and Development Specialists  
for Charter Schools

**November 19, 2015**

**Kelly Theofanis**

# Agenda



Item / Materials	Notes for Discussion
Review Fiscal Calendar	Upcoming milestones, deadlines
Review 2015-16 Year to Date Financials	Current forecast includes updated revenues, no significant changes to expense forecast
Review 2015-16 Cash Flow and Options for financing	Determine next steps for pursuing cash flow financing
Exhibits	



# 2015-16 Financial Timeline

Suggested financial decisions and approvals for the board



	Upcoming Year Budgeting	Internal Projects/Needs for 2015-16	Routine Operations & Approvals
Jan	Incorporate strategic planning goals into prelim. growth and staffing plans for next year	Review Prop 39 Energy Efficiency project plans	Approve Con App, Part 2 (tentative) SARC Report 14-15 audit report
Feb	Discuss and develop multiyear budget plans – VUSD renewal approaching in 16-17!	Review P-1 attendance and certification, review hourly staffing projections	Form 700 Auditor selection 2 <sup>nd</sup> Interim
Mar	Approve staffing and growth plans fro 16-17	Review ASP projections, fundraising targets	-
Apr	Review draft #1 of budget and provide feedback	-	-
May	Review draft #2, intended for approval in June	-	Review Financial Policies
Jun	Formally approve budget with any updates from Governor's May Revise	Special Education Review #3 (potentially delayed until financial close)	Approve Con App, Part 1 (tentative); Board Calendar, officers, and terms

**15-16 Year to Date**

# Revenue Forecast: October YTD Update

The revenue forecast decreased since the previous board meeting.



Item	Variance: Positive / (Negative)	Notes
General purpose	--	No change, although monthly ADA rates are tracking higher than budgeted (will update at P-1)
Other state revenues	(25k)	Corrected calculation for one-time mandate funding (\$529 per PY ADA)
Local revenues	(28k)	Reduced afterschool program revenues (detailed next slide)
Donations/ Fundraising	--	No change
<b>Total</b>	<b>(53k)</b>	

## Current Revenue Forecast

- **53k** lower than last month's forecast
- **31k** lower than board approved budget

# Revenue Forecast: ASP October YTD Update

ASP revenues are behind last year's at this point in time.



Item	15-16 Actuals	14-15 Actuals	Variance
August	3,739	8,892	(5,153)
September	6,090	6,080	10
October	4,748	7,550	(2,082)
<b>YTD Total</b>	<b>14,577</b>	<b>22,522</b>	<b>(7,945)</b>

Average revenues per instructional day:

14-15: \$420

15-16: \$261 YTD

- Using lower revenues per instructional day based on YTD actuals, ASP program revenue projection is approx. 40% lower than original budget
- ASP is still positive YTD, but the total forecast now has the program running at a small loss
- Current revenues do not include AR, assumes all payments to SVA are up-to-date
- Participation, revenues may catch up as the year progresses
- Will continue to update projections monthly

# Expense Forecast: October YTD Update

The expense forecast increased since the previous board meeting.

## Current Expense Forecast

- + 25k higher than the previous month (incl. depr.)
- + 26k higher than board approved budget (incl. depr.)

Item	Variance: Positive / (Negative)	Notes
Salaries and benefits	(34k)	<ul style="list-style-type: none"> <li>• Revised certificated salary projections                             <ul style="list-style-type: none"> <li>• Note: \$20k unused in budget for TBH math specialist, intervention teacher</li> </ul> </li> <li>• Revised classified salary projections                             <ul style="list-style-type: none"> <li>• Increased ASP, custodial expense</li> </ul> </li> <li>• Reviewed H&amp;W benefits based on October invoices (all enrollments), increased total cost projection \$37k</li> </ul>
Materials and supplies	--	No change
Other services and operating expenses	9k	<ul style="list-style-type: none"> <li>• Decreased custodial expense \$10k (to offset salary increase)</li> <li>• Decrease business svc. fee based on lower state revenue</li> <li>• PY transportation invoice from VUSD received</li> </ul>
Capital outlay / Depreciation	--	No change
<b>Total</b>	<b>(25k)</b>	

# 2015-16 Current Forecast: October YTD Update

The current forecast for operating income is \$40k after capitalization and depreciation.

	Actual YTD	Approved Budget (Sep. 2015)	Current Forecast	(Budget vs. Current Forecast)
<b>SUMMARY</b>				
<b>Revenue</b>				
General Block Grant	437,348	2,434,070	2,434,070	-
Federal Revenue	-	-	-	-
Other State Revenues	2,883	343,051	340,035	(3,016)
Local Revenues	16,645	74,111	46,501	(27,611)
Fundraising and Grants	22,247	45,000	45,000	-
<b>Total Revenue</b>	<b>479,123</b>	<b>2,896,232</b>	<b>2,865,606</b>	<b>(30,626)</b>
<b>Expenses</b>				
Compensation and Benefits	562,549	1,945,463	1,979,139	(33,676)
Books and Supplies	56,233	126,979	126,979	-
Services and Other Operating Expenditures	146,505	660,863	653,364	7,499
Capital Outlay	123,516	123,516	123,516	-
<b>Total Expenses</b>	<b>888,803</b>	<b>2,856,822</b>	<b>2,882,998</b>	<b>(26,177)</b>
<b>Operating Income (excluding Depreciation)</b>	<b>(409,680)</b>	<b>39,411</b>	<b>(17,393)</b>	<b>(56,803)</b>
<i>Operating Income (including Depreciation)</i>	(286,165)	97,019	40,216	(56,803)
<b>Fund Balance</b>				
Beginning Balance (Unaudited)	559,500	559,500	559,500	
Operating Income (including Depreciation)	(286,165)	97,019	40,216	
<b>Ending Fund Balance (including Depreciation)</b>	<b>273,336</b>	<b>656,519</b>	<b>599,716</b>	

Historically SVA has not fully utilized budget (\$30k under in 14-15)

Maintains strong fund balance

# 15-16 Cash Management

# 2015-16 Cash Flow Management

While the projection is positive in most months, there is a negative anticipated in December 2015.



- It is probable that SVA will **not** need external financing, but the board will need to consider:
  - How much risk to take
  - Other benefits to having financing available, e.g. accelerating Prop 39 Energy projects? (See Prop 39 Energy Exhibit)
- Options for external financing include:
  - Working capital line of credit
  - Receivables sale (can be done on short notice)



# 2015-16 Cash Flow Projection

## Less conservative scenario: VUSD bills SVA at year-end



Still conservative wrt revenue timing:  
 1<sup>st</sup> installment of 1-time revenues (\$65k)  
 \*should\* be at SVA before end of December

		Actual & Projected												Forecast	AP/AR
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
		Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected		
<b>Beginning Cash</b>		392,761	533,804	282,020	93,648	165,146	46,514	(34,298)	52,253	28,784	33,806	170,190	193,500		
<b>Revenue</b>															
	General Block Grant	-	72,279	72,279	292,791	151,758	151,758	244,065	151,758	228,989	350,139	202,501	202,501	2,434,070	313,252
	Federal Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Other State Income	-	2,883	-	-	2,403	6,758	67,249	78,738	7,836	2,709	30,785	103,469	340,035	37,205
	Local Revenues	1,513	4,030	6,354	4,748	451	4,201	4,201	4,201	4,201	4,201	4,201	4,201	46,501	-
	Fundraising and Grants	25	18,821	526	2,875	3,037	1,109	12,108	770	1,789	2,558	1,045	337	45,000	-
	<b>Total Revenue</b>	<b>1,538</b>	<b>98,013</b>	<b>79,159</b>	<b>300,413</b>	<b>157,650</b>	<b>163,825</b>	<b>327,622</b>	<b>235,466</b>	<b>242,814</b>	<b>359,607</b>	<b>238,532</b>	<b>310,508</b>	<b>2,865,606</b>	<b>350,457</b>
<b>Expenses</b>															
	Compensation & Benefits	57,074	152,788	174,059	178,628	182,615	175,251	186,026	175,887	175,887	171,747	171,747	177,430	1,979,139	-
	Books & Supplies	2,960	16,370	34,879	2,024	26,112	9,591	3,966	3,966	9,591	3,966	3,966	9,591	126,979	-
	Services & Other Operating Expenses	15,127	41,090	57,238	33,049	72,106	54,371	45,654	73,657	57,305	52,502	44,502	49,433	653,364	57,330
	Capital Outlay	-	123,516	-	-	-	-	-	-	-	-	-	-	123,516	-
	<b>Total Expenses</b>	<b>75,162</b>	<b>333,764</b>	<b>266,177</b>	<b>213,701</b>	<b>280,832</b>	<b>239,213</b>	<b>235,646</b>	<b>253,510</b>	<b>242,783</b>	<b>228,214</b>	<b>220,214</b>	<b>236,453</b>	<b>2,882,998</b>	<b>57,330</b>
<b>Operating Cash Inflow (Outflow)</b>		<b>(73,624)</b>	<b>(235,751)</b>	<b>(187,018)</b>	<b>86,712</b>	<b>(123,182)</b>	<b>(75,387)</b>	<b>91,976</b>	<b>(18,043)</b>	<b>31</b>	<b>131,393</b>	<b>18,318</b>	<b>74,055</b>	<b>(17,393)</b>	<b>293,127</b>
	Revenues - Prior Year Accruals	258,095	51,722	-	0	9,976	-	-	-	-	-	-	-	-	-
	Expenses - Prior Year Accruals	(4,202)	(42,279)	-	-	-	-	-	-	-	-	-	-	-	-
	Accounts Receivable - Current Year	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Accounts Payable - Current Year	(436)	(30,691)	3,840	(10,083)	-	-	-	-	-	-	-	-	-	-
	Summerholdback for Teachers	(40,389)	5,215	5,223	5,286	4,991	4,991	4,991	4,991	4,991	4,991	4,991	4,991	-	-
	Loans Payable (Current)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Loans Payable (Long Term)	-	-	(10,417)	(10,417)	(10,417)	(10,417)	(10,417)	(10,417)	-	-	-	-	-	-
	Other Balance Sheet Changes	1,600	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Ending Cash</b>		<b>533,804</b>	<b>282,020</b>	<b>93,648</b>	<b>165,146</b>	<b>46,514</b>	<b>(34,298)</b>	<b>52,253</b>	<b>28,784</b>	<b>33,806</b>	<b>170,190</b>	<b>193,500</b>	<b>272,546</b>		

There is a negative projected balance of \$34k in December.

# 2015-16 Cash Flow Projection: Financing Options

Costs for this receivables sale are comparable to a line of credit.



**Updated**

	Charter Asset Management	California Credit Union
Type of Financing	Receivables Sale	Line of credit
Amount	\$50,000	\$100,000 (min.)
Term	1 month	1 year
Interest Rate	Discount fee (1.50%) \$776.00	5.50% (base + prime, adj. quarterly)
Fees	Admin fee (1.85%) \$957.06	Packaging, state guarantee, doc. prep, third party expenses \$3,750
Total cost	\$1,733.06	\$3,750 + interest on drawn amount

Additional notes on CCU:

- There will be no recourse to any board members as individuals.
- For CCU to as a credit union to lend, it must be to members; requires a few dollars to establish an account.
- There is a 2.5% bi-annual cost to renew the line and a \$1000 annual renewal fee.

**Proposals included (following pages).**

# Exhibits

2015-16 YTD Financials & Cash Flow

[End of Sample Board Presentation]

## APPENDIX II: Data Analysis Services

### Overview

EdTec provides its charter school partners with high-value information, support, and tools for analyzing its student/school performance data.

EdTec's Data Support Services Team is committed to making our high-value data analysis services accessible, affordable, and manageable for charter schools, providing *charter school-centric* support that will help your school efficiently leverage EdTec's tools and expertise. Please find below overview of our student/school data analysis offerings:

### Student Assessment System Licensing and Support

EdTec is partnered with IO Education, a nationwide leader in the education technology industry on a mission to empower educators with data to improve educational outcomes. As part of the partnership, EdTec can provide clients with access to **two new, cutting-edge assessment management systems**, along with EdTec's top notch, charter-specific technical support services, all at an affordable price for charters. Please contact us to learn more!



### Student & School Performance Data Analysis Services

For schools that currently do not have a Student Assessment Solution (SAS) and/or do not have the internal capacity to effectively analyze their student performance data, EdTec offers Data Analysis Services that take your year-over-year raw state testing data and/or periodic assessment data and convert it into actionable analysis reports tailored to your needs.

EdTec provides board presentation quality graphical analyses for various school needs including:

- Charter Petition Renewal
- Presentations for Board Members & Parents
- Student Level Analyses for Teaching Staff

Analysis reports range from summary, school level analyses to detailed student or classroom level analyses:

- Overall School Performance
  - Across various measures including comparisons to similar schools - as defined by the state or selected by school leadership
- Longitudinal Analysis of School Improvement and Individual Student Performance
  - Individual student performance year-over-year
  - Focus areas and standards that students have struggled with

- Teacher Effectiveness
  - Current year teacher assignments
- Sub-Groups
- Cohorts
- Multiple Year Comparisons



### Data Analysis Service

Each year when your test results become available, EdTec can provide your school with the customized analysis you need to present the latest performance data to your board, school leadership, teachers and parents.

The analysis can also be a powerful tool to best position your school for an upcoming charter renewal. We create a graphical, easy-to-read analysis of your raw data in presentation format that will compare year-over-year test results. The analyses include:

- Overall School Performance
  - How many students are Proficient and Advanced this year versus last
  - How this compares to the District
  - Which grades are doing well
- Longitudinal Analysis of School Improvement
  - How have individual students performed year-over-year
- Individual Student Performance
  - Which students need particular focus
  - What areas of the tests did they have particular trouble with

NWEA Quartile Breakdown - Fall



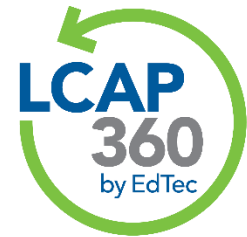
# LCAP 360 Overview

## APPENDIX III:

**LCAP 360 by EdTec**



**Comprehensive LCAP Service**



**Introducing the first integrated, end-to-end  
LCAP service for charter schools.**

With LCAP 360 by EdTec you are partnering with a team that works with over 200 charter schools. We will guide your school through our unique, multi-phased approach to assess achievement, refine your goals, optimize data systems, and monitor progress to ensure school success.



### Phase I: Assess & Align

We evaluate current plans, systems, and performance to identify your school's needs and gaps in goals alignment, data reporting, and student achievement. We then assess the quality of data and establish baselines for data management and state reporting. Lastly, we review current plans (e.g. LCAP, charter, WASC) for alignment.



### Phase II: Educate, Create & Develop

We train your school leadership to be LCAP Ambassadors. We work together to identify aligned LCAP goals and create *actions and services* to accomplish these goals based on your charter's unique program and population. To monitor progress, we set appropriate, realistic metrics and define methods for tracking expenditures.



### Phase III: Execute, Mentor, & Monitor

We create systems to ensure appropriate tracking is in place, and coach school leadership to share their LCAP progress with all stakeholders. To ensure ongoing success, we conduct a monthly review of key attendance indicators and CALPADS data, provide a quarterly KPI review, and assist with the LCAP annual update.

Let our **experts** streamline the LCAP process  
at your school!



[www.edtec.com](http://www.edtec.com) | email: [askus@edtec.com](mailto:askus@edtec.com)

## APPENDIX IV: EdTec Services Beyond Back-Office

As part of our School Performance and Educational Support Services offering, EdTec assists charter schools and developers with expertise in a number of areas through hourly and project-based consulting engagements. Examples of these support areas are as follows:

### **Charter Development**

- Renewal Writing & Review
- New Petition Development
- Budget Development

### **Resource Development**

- Grant Research
- Grant Writing

### **Strategy**

- Strategic Planning
- Board Development & Training
- Mission & Vision
- Performance Metrics
- Community Engagement

### **Local Control Accountability Plan (LCAP)**

- LCAP Writing, Consultation & Review
- Data Planning & Analysis

### **WASC and A-G Approval**

- WASC Process Training and Management
- Self-Study Support
- A-G Course Submission Support

### **Assessment & Accountability**

- Academic Performance Trend Analysis
- Testing Data Analysis
- School Improvement Plans
- Student Assessment System Support

## APPENDIX V: The EdTec Team

EdTec is a professional services firm that brings high-level expertise to solving the business problems of charter schools. With specialists located in Northern and Southern California, Tennessee, New York, and Oregon, the EdTec team has extensive expertise in business management (public and private), school finance, negotiation, grant writing, accounting, student information systems, board governance, educational program support, school performance analysis and charter school development.

### Senior Leadership

Steve Campo, President & CEO, is an experienced executive for venture-backed technology companies and an attorney. Prior to joining EdTec in early 2006, he was President of a company that operates websites for major retailers such as Lands' End and JC Penney.

Steve managed the launch of EdTec's Southern California office, and has enabled EdTec to bring essential software solutions to charter schools at a lower cost, by negotiating master agreements with vendors that allow schools to achieve better pricing through EdTec than going directly to the supplier. He is also closely involved in initiatives designed to bring lower cost financing alternatives to charter schools, and has worked closely with a major client to secure a long-term facility and plan a significant build-out, pulling together a team of experts—from investment bankers to architects to real estate and land use attorneys.

Steve's prior experience in the education field was at LeapFrog Enterprise, a leading educational technology company with computerized curriculum in over 100,000 classrooms nationally. A member of the bar in California and Illinois, Steve began his career as a corporate and securities attorney with major Chicago law firms including Jenner & Block, during which time he undertook numerous pro bono engagements through a legal services clinic. A father of three, he is active as a coach in youth sports leagues.

Steve holds a JD from Georgetown University and a BA from the University of Pennsylvania.

Mark Campo, Executive Vice President & Chief Marketing Officer, has over eighteen years of experience at start-ups, mid-sized companies and Fortune 500 firms spanning the education, software, and manufacturing sectors. Mark has held management and contributor roles in the areas of financial analysis, professional services, business development, operations, marketing and sales.

Mark has experience in the development, implementation, marketing and sales of software solutions to Global 2000 companies for enterprise resource planning (ERP II), accounting, e-commerce, and complex order management. He has managed the implementation of enterprise business management software solutions throughout the Americas, in Europe, the Middle East, and Asia.

Since joining EdTec in 2006, one of Mark's primary objectives has been to help improve the access and use of school software solutions by charter schools so they can realize the operational efficiencies and academic performance improvements that the right tools can support.

Mark has played a key role in the expansion of EdTec's school software support services offering that helps charter schools leverage best of breed solutions including the PowerSchool student



information system, the DataDirector student assessment management solution and The EdTec School Portal (ESP)—a groundbreaking schoolwide operations and performance management software solution designed specifically to meet charter school needs.

Mark holds a BA in Economics from Dartmouth College.

Kristin Dietz, Vice President of Client Management and Financial Compliance, has been working with charter schools for more than 20 years. She spent 10 years in public accounting as an auditor of charter schools and other organizations before moving on to become the first CFO of a charter management organization that operated eight charter schools in Los Angeles. Kristin later founded and served as CEO of a high-quality back office organization in Los Angeles. Kristin is excited to continue serving charter school clients with the support of EdTec's incredible team of professionals. She has a passion for helping make a difference for charter schools behind the scenes so they can focus on educating our future. Her interests include martial arts, movies, cooking, running, writing, and spending time with her family.

Kristin holds a BS in Business Administration from California State University, Northridge and is a Certified Public Accountant licensed in California.

Peter Laub, Executive Vice President & Chief Client Services Officer, is an experienced manager and entrepreneur in the education and arts fields. He has managed a performing arts education organization, worked as a product manager at a corporate e-learning venture, and founded an online arts education company. Peter has also been an independent marketing consultant for investment and consumer products companies, and wrote a school services feasibility study for the Pisces Foundation.

Since 2003, Peter has become a recognized expert on charter school finance and operations, working with over 100 schools around California. He has helped launch dozens of schools, and supported schools in all stages of development. He is a frequent presenter and panel participant at national and statewide conferences on topics related to finance, school operations, board governance, and facilities.

Peter holds an MBA, MA Ed, and Certificate of Public Management from Stanford University and a BA from Yale.

Dorothy Lee, Vice President of Client Management & GM of Southern California, has experience in corporate development, finance and marketing, specifically in the hospitality, internet and financial services industries. In her most recent position, she worked on mergers and acquisitions, integrations and strategic initiatives. She highly values community service and has volunteered and served in leadership positions for a number of non-profits benefiting children. Her interests also include movies, traveling, tennis and Michigan football.

Dorothy holds an MBA from the UCLA Anderson School of Management and a BBA from the University of Michigan's Ross School of Business.

Adam Miller, Senior Vice President of Strategic Partnerships, Adam has held leadership roles in a multitude of education organizations. Most recently, prior to joining the EdTec team, he was the Chief Operating Officer for the California Charter Schools Association. In this position, he led the

Membership, Financial Services, and Operations teams for the nation's largest state charter organization.

His experience also includes leading advocacy efforts for UC System students as Executive Director of the University of California Student Association, serving on the Community Facilities Loan Committee for the Low Income Investment Fund, and launching a technology start-up in his college dorm.

Adam holds an MBA from USC's Marshall School of Business, an MA in Sociology from UCLA, and a BA in Sociology from Stanford University.

Adam Musch, Chief Financial Officer, Adam has held a number of senior finance and marketing positions in venture-backed technology companies around California. Prior to EdTec, he was Director of Finance and Marketing at a startup developing advanced GPS technology for cell phones.

Over the past seven years, Adam has developed extensive knowledge in charter school finance and compliance, and has given seminars on many of these topics to charter school administrators at state-wide conferences. Working with charter school directors on a daily basis, Adam has developed complex financial models and software-based tools that reduce the amount of time they spend on administrative issues and enhance their financial management skills.

Adam holds an MBA from UCLA with a high-tech marketing focus, and a BA in Economics and International Relations from Stanford.

Tony Shen, Chief Operating Officer, Tony has directed and consulted to a wide range of organizations in the public and private sectors. Most recently, he has launched and managed a \$20 million business and economic development fund. He has also developed corporate strategy for Fortune 500 and startup clients at PricewaterhouseCoopers. His experience also includes managing education projects for agencies in San Francisco, serving as a Board Fellow at Leadership High School in San Francisco, and analyzing education policy at the Brookings Institution in Washington, D.C.

Tony is also a board member of National Novel Writing Month, the largest writing event in the world. He is interested in travel, playing music, hiking, and watching comedy.

Tony holds an MBA from UC Berkeley's Haas School of Business and a BA from Stanford University.

### Staff

Mechelle Allen, Accounts Payable Specialist, has finance accounting experience in various non-profit, for-profit and governmental organizations, including the food industry, and most recently education. When time permits, Mechelle volunteers at the Economic Opportunity Council, helping distribute USDA-provided food boxes to low income families in San Francisco. She also volunteers for the Pop Warner San Francisco Seahawk cheerleading Mighty Mites team, where her daughter is an enthusiastic cheerleader. Mechelle has a passion for all aspects of fashion, from designing and sewing to shopping.

Mechelle is actively pursuing her AA in Business Accounting at Berkeley City College, and upon completion, plans to transfer to San Francisco State University to study Business Finance.

Samantha Bess, Accounts Payable Specialist, comes to EdTec with 9 years of experience in accounts payable. Prior to accounts payable she worked as a teacher in the 2-3 year old class. She is originally from Wisconsin but has called Nashville home for the last 9 ½ years. Samantha loves spending time with her family, going on vacation, and being outside.

Vincent John Blea II, Junior Accountant, currently works in the Financial Operations department at EdTec assisting the accountants. He previously interned as a Staff Account for CFO Rick in San Francisco where he performed full-cycle accounting and completed month-end closes. He also worked on several city of San Francisco tax projects and individual tax returns. In his free time Vince enjoys kayaking, Tough Mudder and spending time with his four huskies.

Vince attended San Francisco State for his BS in Accounting.

Bhat Chanhphaseuth, Financial Operations Manager, has had over 10 years of experience in all aspects of accounting at various types of industries (retail, non-profit, hospice, wireless communication tower corporation, churches).

Stephanie Cho, Senior Business Development Manager, has experience in both the corporate and non-profit sectors. Prior to joining EdTec, she worked at a litigation consulting firm, specializing in financial analysis for cases involving intellectual property disputes. Stephanie is also a mentor for a local nonprofit that seeks to motivate and help under-resourced youth get into college, by using business and entrepreneurship as vehicles. Specifically, she has helped a group of high school students launch their own business.

Stephanie holds a BS in Business Administration from the University of California, Berkeley.

Gerald Cockrell, Data and Categorical Programs Specialist, has worked with well over 100 charter schools since he joined the movement seven years ago. Prior to that, he specialized in forensic accounting for industries including aerospace and pharmaceuticals. After joining the charter movement, Gerald concentrated on special programs, funding requirements and data management for schools. While not at work, Gerald enjoys camping, live music and hanging out with his family.

Gerald studied anthropology at UCLA in the high honors program before joining the work force.

Kayla Dalzell, Payroll Specialist, started her career at ADP as a Client Service Representative for small businesses. In 2015, she moved from her home in New Jersey to Nashville to begin a new position at Delek US Holdings as a Payroll Coordinator. A fun fact about Kayla, she was a 4-year college athlete on the Women's Lacrosse Team. Outside of work she enjoys hiking, playing golf, hanging out with friends, and playing with her puppy, Lilly.

Kayla holds a BS in Marketing from Shippensburg University.

Kelly Ellis, Client Manager, comes to EdTec with a background in both education and finance. Most recently, Kelly worked as a Manager on the Education Finance Team at Pivot Learning Partners where she focused on supporting school districts to distribute resources more equitably. She began

her career in education by teaching 5th grade for the Ravenswood School District in East Palo Alto, followed by teaching 4th grade for two years in Brazil. In her spare time, Kelly loves traveling the world, exploring new adventures, running, snowboarding and being outdoors.

Kelly holds a Master of Public Administration, Finance from NYU's Wagner School of Public Service and a BA in Business Administration from the University of San Diego. She also holds a multiple subject teaching credential.

Tiffany Esplana, Senior Accounting Manager, has experience in accounting with both private and non-profit organizations. She also has been involved with audits for charter schools.

Tiffany is a CPA in the Philippines as well as in California.

Stuart Fishman, Business Systems Project Manager, has had a long career in software systems development and process improvement. He has worked in multiple industries including most recently the renewable energy sector. He has an MBA in Sustainable Management, is mission driven, and strongly believes in the triple bottom line philosophy of "People, Planet, and Profit". Stuart is a musician, having played guitar and electric bass in bands spanning multiple styles including rock, jazz, and Cuban music. Stuart lives in Oakland with his blue eyed dog Livvy.

Bryce Fleming, Senior Director of Client Management & School Finance, comes from a financial planning background, having worked for two Fortune 500 companies customizing financial plans for families and businesses. Most recently, he was a Financial Planning Specialist at a boutique wealth management firm in Marin County. He has also worked for the College of Education at San Diego State University. Having come from a long line of teachers in his family, he strongly believes in the power of education to effect individual and social change. Bryce and his family own a whitewater rafting company and Bryce has guided summer rafting trips for over ten years. Bryce loves the outdoors, cooking, traveling, and a wide variety of sports.

Bryce holds a BS from San Diego State University in Financial Services with a concentration in Financial Planning.

Cindy Frantz, Client Manager, comes to EdTec with a background in philanthropy, having worked in project management and strategy roles while gaining an understanding of education and charter school funding. Most recently at the Bill & Melinda Gates Foundation, she worked on internal improvement projects and at the North Carolina Network of Grantmakers she worked with foundations on various issues areas, including finance, education, and communications. In her free time, Cindy enjoys hiking, participating in triathlons, traveling, and running with her dog, Duey.

Cindy holds an MBA from the University of North Carolina's Kenan Flagler Business School and a BA in Political Science from the University of Colorado.

Leslie Gabbianelli, Client Manager, comes to EdTec with a background in education and project management. She worked for TNTP (formerly The New Teacher Project) on a variety of projects from growing and managing a data advisory service for over 1600 schools nationwide to advising school systems on organizational and human capital strategy and strategic staffing practices. Her previous education experience also includes time as a student recruiter for Pittsburgh Public Schools and an

Education Pioneers Fellow for Teach for America in Houston. Prior to that she worked in strategic procurement for GlaxoSmithKline and is also a certified Project Management Professional.

Leslie holds a Bachelor of Arts in Political Science and a Bachelor of Business Administration from Duquesne University and a Master of Science in Public Policy & Management from Carnegie Mellon University.

Jenna Gauger, Marketing Coordinator, joins EdTec with a background in education, both as an administrator and an instructor and tutor in the classroom. Most recently she worked as an executive assistant at a San Francisco non-profit that provides full-day licensed child care and family services. She specializes in board support, event planning, relationship building and strategic projects. Jenna is passionate about providing quality education to all students across the nation. When not working, she enjoys running, playing basketball and soccer, cooking and traveling whenever possible.

Jenna holds a BA in Development Studies from the University of California, Berkeley.

Josh Graciano, Business Analyst, joins EdTec with a background in mathematics and education. During his undergraduate career, he worked with various underserved schools in the Los Angeles area teaching different levels of mathematics, with topics ranging from basic addition to college-level Calculus. His most recent position was a Teaching Assistant for a college-level summer calculus course taught at the University of Southern California. Joshua was also a member of the Track & Field team during his college years. Outside of work, he loves to run, coach athletes in the sport of running, hang out with friends and family, and travel. Joshua holds a B.A. in Applied and Computational Mathematics from the University of Southern California.

Alexa Grau, Associate Client Manager, comes to EdTec with a background in the nonprofit and finance sectors. She managed international programming at a nonprofit in New York before transferring into the finance sector as an analyst for a fund of funds. Most recently, she worked for an investment consulting firm in Washington, DC where she put together financial reports on clients' investments, analyzed performance data, and managed a team of twelve. Outside of work, Alexa volunteered at a local charter school in DC, and served on a nonprofit board focused on career preparedness for low income individuals. Alexa enjoys traveling, Indiana basketball, and hiking with her dog.

Alexa holds a BA from George Washington University in International Affairs with a concentration in International Economics and Development.

Maggie Griffin, Business Manager, joins EdTec with a wide-range of financial experience with roles ranging from project managing at hospitals to managing funding at small engineering startups. Most recently, she worked at UCLA for the Dodd Humanities Group working on analyzing and forecasting budgets for four different departments, while assisting in grant management. Maggie is a passionate world-traveler and seeks adventure in the form of new cultural experiences, mainly taste testing local cuisine. Here in her home of Los Angeles, she enjoys playing Ultimate Frisbee for the Los Angeles Women's Ultimate Team and working out at her local CrossFit. She also loves reading Science Fiction and bingeing Netflix Originals.

Maggie holds a BA from the University of Michigan and a MBA and MPH from Benedictine University in Chicago.

James Hao, Director of Technology, has managed the implementation of many complex technology projects for large corporations as a senior engineer at Sapien Corporation. James is a PowerSchool administrator and EdTec School Portal accounting software specialist.

James holds a BA from UC Berkeley.

Alex Hasselbrink, Office Manager, comes from the Higher Education world most recently working as the Executive Administrative Assistant at Los Positas College for the Foundation Office. Her work focused on raising money for scholarships, board support and event-planning. Prior to LPC, Alex worked for a small public relations firm which specialized in marketing for food and wine clients. As the office manager, Alex will be working on board support for clients, company social events and other duties as assigned. A transplant from the east coast, Alex enjoys spending time with her family, hiking with her dogs and watching Patriots football.

Alex holds a BA in Sociology from Ithaca College and an MS Ed from the University of Pennsylvania.

Melanie Horton, Senior Marketing Manager, joins EdTec with experience in education, marketing, research, and social impact. Most recently she was Director of Business and Marketing at El Camino Real Charter High School in Los Angeles. Prior to that, she led the research team at Prudential Real Estate Investors Latin America, where she analyzed the region's economic and political environments and their impact on real estate markets. Melanie also spent time as an English teacher in Spain and a Fulbright scholar in Mexico, where she worked at New Ventures México and supported social entrepreneurs and larger companies looking to establish corporate social responsibility strategies. Melanie's interests include Latin American culture and history, public education reform, travel, and all things culinary. She is also a firm believer in the importance of international exchange programs and currently serves on the Board of Directors for the Fulbright Association.

Melanie holds a BS in Finance and Spanish from Canisius College in Buffalo, NY; an MBA from UCLA Anderson; and an MA in Latin American Studies from UCLA.

Ethan Hurdus, Senior Data Consultant, has spent many years working behind the scenes keeping educational programs running smoothly. Most recently he managed inventory forecasting and purchasing for Galileo Educational Services, providers of art, science and outdoor summer enrichment programs for more than 19,000 Bay Area K-8th graders each year. He was also an instructor and program director at a traditional Poconos science summer camp for 8 years. Ethan is a passionate wilderness backpacker, amateur photographer, kitchen dabbler, and world traveler. As resident aerospace engineer, he answers the occasional company question that IS rocket science.

Ethan holds a BS in Aerospace Engineering from MIT.

Mary Ibe, Accounting Operations Manager, originally from Orange County, moved up to the Bay Area over 10 years ago. Her accounting background has been very hands on, working in AP as her first job out of college, and then gaining experience in billing, payroll, and financial reporting in successive positions. She enjoys full cycle accounting and is passionate about improving accounting and business processes as well as helping companies build financial strength. She studied abroad in

Italy, and was lucky to travel a lot during college. Her favorite travel memories are drinking wine, eating gelato, hiking Machu Picchu in Peru, and enjoying the Carnival in Rio de Janeiro, Brazil.

Mary holds an undergrad degree in Economics and International Studies from the University of California, Irvine and an Environmental Management Master's Degree from the University of San Francisco.

Jennifer Kaneshiro, Data Consultant, has experience with database entry, maintenance, and report generation. She has worked in public and private university offices and has honed her project management skills at a pharmaceutical company.

Jennifer holds a BS in Computer Science from the University of Hawaii.

Tracey Katz, Associate Director, Strategic Initiatives, comes to EdTec with background in educational data use and student assessment systems. Most recently, Tracey worked for the California Charter Schools Association, where she helped over 200 charter schools throughout the state better understand & utilize their student achievement data through the ZOOM! Data Source program. Tracey also has background in data analysis and state accountability measures. In her spare time, Tracey enjoys running, reading, and playing with her dogs.

Tracey holds a BA in Government from Claremont McKenna College and an MPP from the University of Southern California.

Levi Kirkland, Business Manager, comes to EdTec after entering the work force as a Teach for America corps member. He spent 2 years as a high school math teacher at Frederick Douglass Academy High School, a charter school in the West Adams neighborhood of Los Angeles, where he taught Algebra 1 and Algebra 2. As a college student, Levi was a member of the Varsity lacrosse team at Tufts University, playing on the school's first national championship team. In his spare time, he enjoys watching the St. Louis Cardinals, spending time with friends, competing as a Crossfit athlete, and reading.

Levi holds a BA in Economics from Tufts University and an MA in Urban Education from Loyola Marymount University.

Shawn Klemens, Senior Payroll Specialist, comes to EdTec with an extensive background spanning payroll, tax preparation, bookkeeping, and human resources. She has honed her knowledge and skills at companies as diverse as Ampports, the owner-operator of the port of Benicia (one of a handful of privately owned ports), and New Vine Logistics, where she focused on payroll and managing the funding of accounts used to ship wine (legally) to various states. Shawn loves spending time with her family and her dogs, and when she's not busy taking care of all of them, you can find her playing in monthly poker tournaments or boating at Lake Berryessa.

Dena Koren, Director of Client Management, brings a blend of education and private sector experience to her role at EdTec. Early in her career, Dena worked at BELL (Building Educated Leaders for Life), a national nonprofit afterschool and summer program for low-income elementary school students. At BELL, she led the teacher and tutor recruitment team, as well as helped develop plans for new school and district partnerships. Prior to coming to EdTec, Dena worked as a strategy consultant with The Boston Consulting Group, helping clients from a wide range of industries (e.g.,

education, consumer goods, and financial services) develop strategic plans and operational improvement programs. Outside of work, Dena loves spending time with her two daughters, running, hiking, and wine tasting. Additionally, Dena serves on the advisory board of One Purpose School in San Francisco.

Dena holds an MBA from The University of Chicago Booth School of Business and an AB from Princeton University.

Michael Kwan, Data Consultant, joins EdTec with a variety of experiences in education. Most recently, he completed an Education Pioneers fellowship with the West Contra Costa Unified School District where he evaluated the programs and services of the district's LCAP. Previously, he worked in the Special Education Department at Vanderbilt University and with the Tennessee DoE implementing statewide professional development. Michael taught art for 4 years and coached varsity soccer and football in public schools in the Atlanta area. In his spare time he enjoys hiking, playing soccer, and making art. He's also a sucker for puppies, board games, and Disney songs.

Michael holds a BFA in Art Education from Georgia State University & a M.Ed. in Leadership and Organizational Performance from Vanderbilt University.

Chau Lam, Associate Client Manager, joins EdTec with a background in finance and accounting. Prior to EdTec, she worked in public accounting and asset management. Her most recent experience is with TCW where she worked in investment accounting. She enjoys people watching and street food while traveling, spending time outdoors with her family and puppy, and dance parties before bedtime to 90s pop music with her young daughter.

Chau is a CPA with the State of California and holds her BS in Business Administration with a concentration in Finance from University of Southern California.

Cheryl Leong, Client Manager, has extensive experience providing consulting and strategy-driven solutions to companies in the financial services, healthcare and technology verticals at firms such as Wells Fargo and Triage Consulting Group. Her background includes strategy, operations planning, financial analysis, technical project management, and business development experience for Fortune 500 companies. Outside of work, Cheryl enjoys hiking with her dog, cooking, traveling, and volunteering at organizations such as Muttville and Family House.

Cheryl received her BA in Finance and Management Information Systems from Gonzaga University.

Chris Lim, Senior Director of Data Management, has a broad range of experiences that spans both the for-profit and non-profit sectors. Prior to EdTec, Chris worked at a litigation consulting firm that specialized in forensic accounting. Subsequently, he was a data consultant at a criminal justice research organization where he co-authored a study on trends in juvenile delinquency. Most recently, Chris was a manager at a start-up English training center in Suzhou, China. In his spare time, Chris enjoys traveling and is an avid basketball and tennis player.

Chris received his BA in Business Administration from the University of California Berkeley.

Nancy Lin, Associate Client Manager, comes to EdTec with a background in financial analysis, valuation, and business planning. After working as a consultant in the San Francisco Bay Area, she



spent many years in Asia working in investment banking and equity research. Aside from working with publicly traded companies, Nancy also has experience working with students, nonprofits, and start-ups. She worked as a business school lecturer at a university in Taiwan. Most recently, Nancy came to us from Santa Clara University, where she enabled social entrepreneurs to acquire financial management skills and to become investment ready. Nancy enjoys volunteering at her children's classrooms and school district, and she is delighted to use her skills in finance to help schools.

Nancy is an alumna of UC Berkeley, and she received her MBA from INSEAD.

Gasper Magallanes, Senior Director of Client Management & Development, is based on the East Coast and works on business development initiatives east of the Mississippi. He comes with a background in education, technology, and affordable housing. Prior to his arrival at EdTec, Gasper worked with Citizen Schools, an after school provider that brings extended learning opportunities to middle school students through citizen-led apprenticeships. Most recently, he worked for the National Farm Workers Service Center, a not-for-profit affordable housing developer, performing research and analysis, and developing department and organizational-wide strategic plans. Gasper was a fellow with the Zero Divide Foundation, an organization that invests in community enterprises that leverage technology to benefit low-income and underserved communities. Gasper has experience both consulting and serving on charter school boards, having served on a California charter high school board. He is an avid reader and a self-declared technology and politics aficionado.

Gasper holds a BS in Management Science and Engineering from Stanford University.

Gabe Mulcahy, Senior Payroll Specialist, has experience in payroll, accounting and human resources in various types of industries (mortgage, insurance, retail and education).

Gabe holds a BA in History from Rutgers College.

Lori Nahra, Senior Accountant, has over 20 years of experience in accounting, finance, operations, and regulatory compliance. After college, she quickly went to work in corporate America for several prominent entertainment companies where she worked her way up the ranks to eventually become the Director of Accounting and Payroll at Warner Music Group. During that time, she proved her tremendous capacity for streamlining workflow by leading and mentoring accounting teams to achieve improved accuracy and timely reporting. Lori has always had an interest in a career relating to the field of education, and has spent many volunteer hours in classrooms and serving as a judge at academic competitions.

Lori holds a Bachelor's degree in Accounting from California State University, Los Angeles.

Raymond Ng, IT Manager, comes to EdTec with nine years of experience in database and system administration. Prior to joining EdTec, he worked as the Network Administrator at Archetype-Solutions. Raymond enjoys playing guitar and ice hockey in his free time.

Raymond holds a BS from CSU Los Angeles.

Yen Nguyen, Data Consultant, comes to EdTec with a background in mechanical engineering as well as charter school operations. Yen recently served as the Data Analyst at RePublic Schools, a charter management organization that oversees two of the top ranked charter schools in Nashville, Tennessee. Yen was uniquely and strategically placed at RePublic to develop efficient, secure, and accurate methods to collect, store, analyze, and display data in ways that make meaning for both internal and external stakeholders. A St. Louis native, Yen enjoys Cardinals baseball, reading, calligraphy, hiking, birdwatching, and volunteering at the cat shelter.

Yen holds a BE in Mechanical Engineering from Vanderbilt University.

Eric Noll, Business Manager, comes to EdTec with a background in charter school operations and management. Previously he worked for Match Education in Boston, MA where his roles included state reporting, SIS management, and working alongside the operations teams on transportation and facilities management. Most recently Eric served as a Dean of Students for the network and worked towards establishing and maintaining a school culture focused on academic achievement and personal growth. He enjoys cooking with family and hiking throughout California.

Eric holds a BA from Washington University in St. Louis.

Erik Okazaki, Business Analyst, has extensive experience carrying out a wide of business practices from budgeting to accounting to financial analysis. Prior to joining the EdTec family, Erik provided financial and administrative services to both public (non-profit) and private (for-profit) education organizations. Most recently at UC Irvine, he took the initiative to improve department budget processes and provided FP&A to help determine the financial impact of unilateral agreements with international schools. Erik's hobbies and interests include going to Disneyland, maintaining an active lifestyle, and reading in his free time.

Erik attended the University of California, Irvine where he received a BS in Financial Mathematics and a BA in Quantitative Economics.

Tosin Okunoren, Associate Client Manager, comes to EdTec with a background in accounting and finance. He previously worked in the IT Finance group of Hilton Worldwide (HW) supporting stakeholders in budgeting, forecasting, and ad hoc analyses. After leaving HW, Tosin traveled for a bit to gain clarity and perspective and upon return, transitioned into the education sector. Tosin has spent most of his life in the Southeast- Memphis and Atlanta - but has also lived in Boston, Washington, D.C., with brief stints in Johannesburg, Beijing, and Seattle. In his spare time, Tosin enjoys landscape photography, playing soccer, playing table tennis, being active, wandering to new scenic locales in California, and traveling abroad.

Tosin holds an MBA from Babson College and a Master of Professional Accountancy and BBA in Accounting from Georgia State University.

Krystle Onibokun, Business Manager, joins EdTec with a background in education and the non-profit sector. Most recently Krystle worked at the Boys & Girls Clubs of the Peninsula (BGCP) where she measured BGCP's impact on the community's youth to achieve school success and graduate ready to succeed in college or career. Prior to BGCP, Krystle was a Teach For America Hawaii Corps Member. She taught Algebra II and Probability/Statistics at a large public high school. In her free time, Krystle enjoys traveling to different parts of the world and hiking.

Krystle holds a Master of Science in Management, Organizations, and Governance from the London School of Economics and Political Science, a Master of Education from the University of Hawaii at Manoa, and an AB in Economics from Brown University.

**Jerry Otradovsky**, Payroll Manager, comes to EdTec with 25+ years of Management and Business Operations experience in many different industries. He is originally from Nebraska but has lived in the Bay Area since 2008. Jerry loves golfing, spending time with his family and watching his beloved Cornhuskers.

**Wyota Owens**, Payroll Specialist, has over 20 years of payroll experience in a variety of fields including the oil industry, construction and the restaurant industry. She is originally from Deadwood, South Dakota and briefly lived in Colorado before moving to Houston, Texas for 35 years. She has now returned to Colorado to be closer to home and family. Wyota loves to cook, knit, crochet and practice all types of needlework and sewing. She is excited to be able to fish again and power walk around Denver when weather permits.

Amita Parikh, Client Manager, comes to EdTec with experience in finance, project management, and grant administration from the private and non-profit sectors. Most recently, Amita worked in higher education as a research administrator and program coordinator for STEM Education outreach. In her free time, she enjoys spending time with her friends & family, traveling, and hiking.

Amita holds a BS in Business Administration & a BA in Social Welfare from the University of California, Berkeley.

Tracy Phamthai, Business Manager, joins EdTec with a background in education and project management. After college, she joined Teach for America where she was a high school math teacher at Yazoo City High School in Mississippi. With no prior experience, she was directed to be the school's head cheer coach. She also spearheaded an educational trip for 10 students to visit NYC for the first time. In her spare time, she enjoys trying new food as well as going to concerts and different sporting events.

Tracy holds a BS in Business Administration from the University of California, Berkeley.

Terry Picchi, Accounting Manager, has experience in accounting, auditing and systems implementations working with a wide variety of industries including not for profits, telecommunications and construction. Her career started out working with one of the Big 4 public accounting firms, and most recently worked with construction companies. A San Francisco native, Terry enjoys spending time and sharing meals with family and friends, hiking, reading and ceramics.

Terry received a BS in Business Administration from the University of California, Berkeley, and is a certified public accountant in California.

Lisa Portillo, Accounts Payable Specialist, has several years of experience in both accounting and administrative functions in various industries, mainly the media and music industries. Lisa has experience tutoring under-served kids in San Francisco, and she comes from a family of teachers and educational consultants. Lisa loves animals, reading, music, painting, road trips, being in nature and watching Major League Baseball.

Lisa has an AA in Ethnic Studies from City College of San Francisco.

Danielle Powell, Accounts Payable Specialist, comes to EdTec (and California) from Las Vegas, where she worked for several years in Accounts Payable at Kemp, Jones & Coulthard, LLP, and as an executive assistant at Country Financial after receiving her Property & Casualty License.

Danielle loves travelling, wine tasting, skydiving, cooking and volunteering. Although she misses her friends and family dearly, Danielle is very excited for her new life in California and is looking forward to more adventures.

Donisha Qualls, Accounting Associate, is a vibrant adult who was born and raised in Oakland, CA. Her position at EdTec is in the Financial Operations department supporting the accountants. Mostly recently she worked in accounting for the City of Oakland, Community and Economic Development Agency (CEDA) Commercial Lending and CBS in Atlanta, GA. She is currently enrolled in school pursuing her Bachelors in Business Administration Management with a minor in Finance. Away from her desk Donisha enjoys spending time with her family and friends and sleeping as much as she can.

Nida Rab, Client Manager, comes to EdTec with a background in accounting as well as charter school operations. Most recently, Nida served as the founding Director of Operations at Nashville Prep - the top ranked charter school in Tennessee for the past two school years. During her time at Nashville Prep, she studied, created, and implemented various systems to ensure school-wide functionality and efficiency. In her spare time, Nida enjoys traveling, baking, reading, and being outdoors.

Nida holds a BBA in Banking & Financial Management from the University of Georgia.

Milada Rakijian, Associate of Client Management and Accounting, has experience in data analysis, office management and human resources. She has worked for a number of years in the international television industry, providing expatriates in the US, the technology to view their native channels. Additionally, she played a role offering grants to underprivileged communities and volunteering at orphanage camps for a non-profit organization in Armenia. She has also played for the AJAX Women's Semi-Pro soccer team and now plays recreationally in her free time.

Milada holds a BS in Business Management and International Economics from San Diego State University.

Katie Rarick, Client Manager, comes to EdTec from Teach for America. Before joining staff at TFA in 2008, she was a TFA 7th-8th grade math teacher in Philadelphia. During her time on staff she worked as a Business Analyst, managed the Mississippi Fundraising Team for 5 years, and in her most recent role managed the regional Planning & Analysis Team. The team worked with 43 regions across the country and managed a portfolio of \$230 million. She is married and has two little girls, Ryan and Dylan. In her spare time she spends time with her family, goes to Zumba, and enjoys backpacking and fishing.

Katie holds an undergraduate degree in Management Information Systems from the University of New Mexico, and a graduate degree in Secondary Education from the University of Pennsylvania.

Josh Renkow, Operations Assistant, has a background in music, event support and office administration. Before coming to EdTec he managed operations at architecture firms in New York and Los Angeles. Josh specializes in board support and internal operations at EdTec's Los Angeles office. Outside of work he's passionate about music and drumming and loves to hike and explore.

Josh has a BA in literature and a minor in electronic music from the University of California, Santa Cruz.

Piper Robinson, Operations Assistant, comes to EdTec with a background in administration in health and engineering fields. Most recently she worked as the corporate receptionist for a national Civil Engineering firm. She spent a year running her own holistic health coaching business. Piper's passions include singing in choirs and jazz bands, making soap, cooking, yoga and hiking.

Piper holds a B.A. in music and a certification in holistic health coaching.

Joan Roeske, Payroll Specialist, brings many years of experience in payroll and client services. She worked for over 18 years at Paychex in client services, implementation, and as a supervisor. She enjoys spending time with her family, cooking, indulging her sweet tooth, and singing.

Joan holds a BA in Psychology from the University of California, Berkeley.

Jacqui Runholt, AP and Business Process Specialist, comes to EdTec from Moline, Illinois, where she worked as an Accounts Payable Processor for John Deere. During her time at John Deere, Jacqui supported well over 500 different vendors for 3 John Deere locations as well as helping the General Ledger department with month-end closings. A Minnesota native, Jacqui is a born fish, with fascinations in both abstract painting and novel writing.

Jacqui has a Bachelors in Economics and East Asian Studies from Smith College.

Ryan Salcedo, Data Systems Manager, has experience in business development, logistics, and data administration in various settings ranging from Fortune 500 corporations to startup companies. Ryan has worked in financial services and in the software industry. Additionally, Ryan has done work in the non-profit sector providing health services to underprivileged children.

Ryan holds a BS in Industrial Engineering and Operations Research from the University of California, Berkeley.

Hannah Shore, Business Manager, has experience in the finance and non-profit sectors. Prior to joining EdTec, Hannah worked for a nonprofit based in Haiti managing finances, budget planning, and donor development. In her free time, Hannah enjoys hiking, traveling, and cheering on the NC State WolfPack during college football season.

Hannah holds a BS in Business Management/Finance from North Carolina State University.

Trevor Skelton, Business Manager, comes to EdTec with a passion for translating and utilizing financial data to effect positive change in disadvantaged communities. A product of a charter school, Trevor is proud to be supporting the charter movement in this role. Before joining EdTec in

2017, Trevor worked as a Senior Financial Analyst with the Arizona Department of Economic Security, managing financial forecasts and programmatic budgets upwards of \$10M to support Arizona's most vulnerable through a wide swath of temporary social services. Originally from Phoenix, AZ, Trevor enjoys photography, hiking, music, and playing video games in his free time.

Trevor holds a BS in Economics from Arizona State University.

Gina Solorzano, Payroll Manager, has over 10 years of experience in the payroll industry. Prior to EdTec, she worked for a national payroll company where she established her payroll knowledge and expertise. During her college years, she occasionally worked as a tutor and mentor for elementary school children in Berkeley and Oakland. In her spare time, Gina enjoys spending time with her 3 children, traveling, camping, and going for walks.

Gina is a Certified Payroll Professional and holds a BA from the University of California, Berkeley.

Cody Stephenson, Business Manager, comes to EdTec after nine years in education, seven in charter school leadership. Most recently, he served as the Vice Principal of Academic Support at a client school in Nashville, overseeing academic operations, data management, and codifying systems for school-wide processes. He has worked at the Tennessee Department of Education developing school leadership courses, was a TFA corps member in the Mississippi Delta, and was a founding staff member at another Nashville charter school. Although Cody has lived in Nashville for some time, he is a Nebraska native. Oftentimes, you'll find Cody with a cup of coffee and a book at a local coffee shop or running around the city training for a race.

Cody holds a bachelor's degree from Valparaiso University in Indiana and an MBA from Concordia University.

Jenny Tabor, Client Manager, comes to EdTec with experience in education in various roles. She started her career as a Teach For America corps member teaching 8th grade math. She's since worked for The Soulsville Charter School in Memphis, Teach For America – Memphis as the Development Associate, and most recently, Nashville Prep Charter School. When she is not working she enjoys spending her time running, trying new recipes, being with family and friends, and traveling.

Jenny holds a BA in Mass Communication from LSU and a MA in Teaching from Christian Brothers University.

Ravi Takhar, Accounting Associate, works in the Financial Operations department assisting the accountants. During university, he studied Business Administration with concentrations in both accounting and finance. Ravi loves watching and playing football, basketball and baseball. Raiders, Warriors and Giants are his teams. In his spare time I enjoy spending time with family, friends, watching TV shows, movies and visiting new places.

Ravi holds a BA in Business Administration from CSU Stanislaus.

Stephenie Tesoro, Operations Manager, has experience in the non-profit sector working for the Boys & Girls Clubs of Oceanside. Stephenie's work experience also includes supporting every level of management in an administrative function across diverse types of business settings. She spent two

years as a certified crisis counselor with the Sexual Assault Crisis Agency in Long Beach, CA. A southern California native, Stephenie enjoys reading, cooking and gardening.

Stephenie holds a BA in Anthropology from the University of California, Berkeley.

Kelly Theofanis, Director of Client Management, comes from a nonprofit consulting background, and has partnered with clients in education, arts, and social service on projects ranging from strategic planning to fundraising. The complexity of business in the nonprofit sector, as well as the disparity between the capacity of nonprofits to provide services and the populations of people in need, inspired Kelly to continue her work in public education and to pursue a degree in business. Kelly is also an Education Pioneers alumna and worked with Green Dot Public Schools in Los Angeles while in business school. Kelly plays soccer and enjoys going out to breakfast.

Kelly is originally from Los Angeles and graduated from Yale University with a BA in English and from the USC Marshall School of Business with an MBA.

Annice Weinstein, Senior Manager, Assessment Data and Analysis, has expertise in the development and implementation of educational technology for schools. Prior to joining EdTec, Annice was the product manager for Kaplan K12 Learning Services' premier technology product for educators, a tool that provides formative assessments, data reporting, and supplemental curriculum to schools across the country. Previously, Annice held positions at LeapFrog SchoolHouse and Computer Curriculum Corporation, developing supplemental ELA curriculum. She also managed a K-8 after-school learning center that utilized educational software to assist in instruction.

Annice holds a Bachelor of Arts degree in psychology, with an emphasis in child development, and a minor in Latin American studies from Stanford University.

Emmy Wong, Accountant, has been working in the accounting field for over 10 years, from portfolio accounting to corporate accounting. She has lived in Southern California for over 20+ years. When she's not working away, she spends times with her family and friends. Emmy enjoys going to the movies and loves to travel to visit family.

Emmy is a CPA and notary in the state of California and has a BA in Business Economics with an emphasis in Accounting from the University of California, Santa Barbara.

Kelsey Wrobel, Associate Client Manager, comes to EdTec from the commercial real estate industry where she managed the acquisition and financing of office and multi-family projects. She has experience in financial modeling, project management, and process development. Prior to joining EdTec, Kelsey also volunteered on the Didi Hirsch Suicide Prevention Crisis Line as a crisis intervention counselor. Kelsey loves to cook and practice yoga, and is a part-time yoga instructor.

Kelsey holds a BA in Business Economics from UCLA.

## APPENDIX VI: Client References

### EdTec Back-Office, Charter Development, Educational Support & Software Solution Service Client References

Client Name and Address	Service(s)	Contact, Phone & E-Mail
<p style="text-align: center;"><u>Alpha Public Schools</u></p> <p>1) Alpha: Bianca Alvarado Middle School 2) Alpha: Jose Hernandez Middle School 3) Alpha: Cindy Avitia High School 4) Alpha: Cornerstone Academy Preparatory School</p> <p style="text-align: center;">Central Office: 1601 Cunningham Ave. San Jose, CA 95122</p>	<p>1) Back-Office Services</p> <p>2) EdTec School Portal Licensing &amp; Support</p> <p>3) ESP Back-Office Services Wrapper</p>	<p style="text-align: center;">Damone Jordan Director of Finance (408) 780-4220 <a href="mailto:djordan@alphapublicschools.org">djordan@alphapublicschools.org</a></p>
<p style="text-align: center;"><u>Amethod Schools:</u></p> <p>1) Oakland Charter Academy 2) Oakland Charter High School 3) Downtown Charter Academy 4) Richmond Charter Academy 5) Benito Juarez Elementary 6) John Henry High School</p> <p style="text-align: center;">Central Office: 345 12<sup>th</sup> Street Oakland, CA 94618</p>	<p>1) EdTec School Portal Licensing &amp; Support</p> <p>2) ESP Back-Office Services Wrapper</p>	<p style="text-align: center;">Jorge Lopez Executive Director (510) 899-4806 <a href="mailto:jlopez@amethodschools.org">jlopez@amethodschools.org</a></p>
<p style="text-align: center;"><u>Bullis Charter School</u> 102 West Portola Avenue Los Altos, CA 94022</p>	<p>1) Back-Office Services</p> <p>2) Charter Renewal Petition Budget Development</p>	<p style="text-align: center;">Wanny Hersey Director (650) 947-4100 <a href="mailto:whersey@bullischarterschool.com">whersey@bullischarterschool.com</a></p>
<p style="text-align: center;"><u>Community Learning Center Schools:</u></p> <p>1) Alameda Community Learning Center 2) Nea Community Learning Center</p> <p style="text-align: center;">Central Office: 1900 Third Street Alameda, CA 94501</p>	<p>1) Charter Petition Budget Development</p> <p>2) Back-Office Services</p>	<p style="text-align: center;">Annalisa Moore Executive Director (510) 263-9266 <a href="mailto:annalisa.moore@clcschools.org">annalisa.moore@clcschools.org</a></p>



Client Name and Address	Service(s)	Contact, Phone & E-Mail
<p><u>Discovery Charter Schools</u></p> <p>1) Discovery Charter 2) Discovery Charter II</p> <p>Discovery Charter Office: 4021 Teale Ave. San Jose, CA 95117</p>	<p>1) EdTec School Portal Licensing &amp; Support</p> <p>2) ESP Back-Office Services Wrapper</p> <p>3) DataDirector Licensing &amp; Support</p> <p>4) PowerSchool Support</p>	<p>Debby Perry Assistant Superintendent / Director (408) 300-1358 x126 <a href="mailto:dperry@discoveryk8.org">dperry@discoveryk8.org</a></p>
<p><u>Environmental Charter Schools:</u></p> <p>1) Environmental Charter High School 2) Environmental Charter Middle School</p> <p>Central Office: 16315 Grevillea Avenue. Lawndale, CA 90260</p>	<p>1) Back-Office Services</p> <p>2) DataDirector Licensing &amp; Support</p> <p>3) Market Analysis for new Charter Middle School</p> <p>4) PowerSchool Support</p>	<p>Alison Diaz Executive Director (310) 214-3400 <a href="mailto:alison_diaz@ecsonline.org">alison_diaz@ecsonline.org</a></p>
<p><u>Escuela Popular</u></p> <p>1) K-8 Dual Language Academy 2) High School Academy</p> <p>Central Office: 149 N. White Rd San Jose, CA 95127</p>	<p>1) Back-Office Services</p> <p>2) Facilities Acquisition Assistance</p> <p>3) Charter Renewal Petition Budget Development</p> <p>4) PowerSchool Support</p>	<p>Patricia Reguerin Executive Director (408) 275-7191 <a href="mailto:patricia@escuelapopular.org">patricia@escuelapopular.org</a></p>
<p><u>Ezequiel Tafoya Alvarado Academy</u> 26247 Ellis Street Madera, CA 93638</p>	<p>1) Back-Office Services</p> <p>2) Financing Assistance</p> <p>3) PowerSchool Support</p> <p>4) CAASPP Analysis</p>	<p>Nicolas Retana, PhD Director (559) 675-2070 <a href="mailto:nicolasretana@hotmail.com">nicolasretana@hotmail.com</a></p>

Client Name and Address	Service(s)	Contact, Phone & E-Mail
<p><u>Fenton Charter Public Schools</u></p> <p>1) Fenton Academy for Social and Emotional Learning 2) Fenton Avenue Charter 3) Fenton Primary Charter 4) Fenton STEM Academy 5) Santa Monica Boulevard Community Charter</p> <p>Central Office: 8928 Sunland Blvd., Ste. B Sun Valley, CA 91352</p>	<p>1) Back-Office Services 2) EdTec School Portal 3) ESP Services Wrapper</p>	<p>Irene Sumida Executive Director (818) 896-0293 <a href="mailto:isumida@fentoncharter.net">isumida@fentoncharter.net</a></p>
<p><u>OnePurpose School</u> 948 Hollister Ave. San Francisco, CA 94124</p>	<p>1) Back-Office Services 2) CALPADS Service</p>	<p>Daniel McLaughlin CEO (415) 730-0605 <a href="mailto:daniel@onepurposeschool.org">daniel@onepurposeschool.org</a></p>
<p><u>Richmond College Prep Schools</u> 1014 Florida Avenue Richmond, CA 94804</p>	<p>1) Back-Office Services 2) LEA &amp; Schoolwide Plan Development 3) Charter Renewal Petition Development</p>	<p>Peppina Chang CEO (510) 235-2066 <a href="mailto:plchang@rcpschools.org">plchang@rcpschools.org</a></p>
<p>Roads Education <u>Pivot Charter Schools</u></p> <p>3 charter schools: Chico, San Marcos and Santa Rosa</p>	<p>1) Back-Office Services 2) Charter Petition Budget Development 3) Student Performance Data Analysis</p>	<p>Jayna Gaskell Executive Director (530) 550-7616 <a href="mailto:jgaskell@pivotcharterschools.org">jgaskell@pivotcharterschools.org</a></p>
<p><u>STREAM Charter School</u> 479 Oro Dam Blvd. Oroville, CA 95965</p>	<p>1) Charter Petition Budget Development 2) Back-Office Services</p>	<p>Don Phillips Director / Principal (530) 534-1633 <a href="mailto:dphillips@streamcharter.net">dphillips@streamcharter.net</a></p>
<p><u>The Academies CMO</u></p> <p>2 charter schools: Visalia, CA</p>	<p>1) Back-Office Services 2) Charter Petition Budget Development 3) Grant Writing</p>	<p>Ruth Dutton Superintendent (559) 730-7422 <a href="mailto:rdutton@sycamorevalleyacademy.org">rdutton@sycamorevalleyacademy.org</a></p>



## Appendix VII:

## Overview of the

## **edtec SCHOOL PORTAL**

## Charter School Software Solution

*Charter School Operations Made  
Easier, More Efficient & Compliant*



## SOLUTION OVERVIEW

- The **edtec SCHOOL PORTAL (ESP)** is an online software system that integrates budgeting, accounting, financial reporting, operations, and compliance for an entire charter school organization
- **ESP** is designed to *drive operational quality and efficiency* at charter schools so that they have a better opportunity to *achieve academic quality*
- **ESP** is the only enterprise operations platform designed and configured specifically for charter schools by the EdTec team of charter school operations experts
- **ESP** helps school leadership + staff achieve operational efficiency and gain better visibility and command of organizational performance measures, translating into more school leader time to focus on the school's instructional mission.

# EDTEC OVERVIEW

COMPANY	SERVICES	CLIENTS & PARTNERS
<ul style="list-style-type: none"> <li>• <b>Social venture</b> committed to the development, support and advancement of quality charter schools.</li> <li>• The <b>leading provider</b> of professional consulting and business back-office services to charter schools in CA</li> <li>• Founded in 2001, EdTec has 15+ years of <b>demonstrated success</b> in serving charter developers, independent charter schools and multi-site CMOs</li> <li>• <b>Expertise</b> ranges from charter launch and operation to school performance and school software solutions</li> <li>• EdTec has provided services <b>exclusively</b> to charter schools since its inception</li> <li>• <b>Headquarters</b> in Emeryville (SF Bay Area), Southern California office in Los Angeles, and a satellite office in Nashville, TN</li> <li>• <b>Staff</b> expertise in charter development, governance, business operations, compliance, student performance analysis, attendance data, strategic planning and school software solutions</li> <li>• <b>Partner</b> and service provider to statewide charter support organizations (CSOs) and foundations</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Charter Development</b> <ul style="list-style-type: none"> <li>• Petition development, advocacy, renewal</li> <li>• School launch</li> <li>• Financing support</li> <li>• Facilities acquisition</li> </ul> </li> <li>• <b>School Operations</b> <ul style="list-style-type: none"> <li>• Budgets, financials, accounting, AP / AR, payroll, gov't reporting, audit support, board support, facilities, compliance, attendance</li> </ul> </li> <li>• <b>Governance</b> <ul style="list-style-type: none"> <li>• Board training/development</li> <li>• Strategic/Business planning</li> </ul> </li> <li>• <b>School Performance</b> <ul style="list-style-type: none"> <li>• Student data analysis, WASC support, LCAP</li> </ul> </li> <li>• <b>School Software Solutions</b> <ul style="list-style-type: none"> <li>• EdTec School Portal</li> <li>• PowerSchool, Illuminate</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Clients</b> <ul style="list-style-type: none"> <li>• 300+ charter schools and support organizations in 7 states</li> <li>• Start-ups and established schools</li> <li>• Single-site independent schools and CMOs</li> <li>• Inner-city to rural areas</li> <li>• Simple - complex finances</li> </ul> </li> <li>• <b>Selected Projects</b> <ul style="list-style-type: none"> <li>• School Performance Data Analysis</li> <li>• Business Plan – Charter School Growth Fund (e.g., KIPP LA)</li> <li>• Strategic Planning Service (developed w CCSA)</li> <li>• Charter School Operations Manual (TN Assoc.)</li> </ul> </li> </ul>

# CHALLENGES TO ACHIEVING OPERATIONAL QUALITY

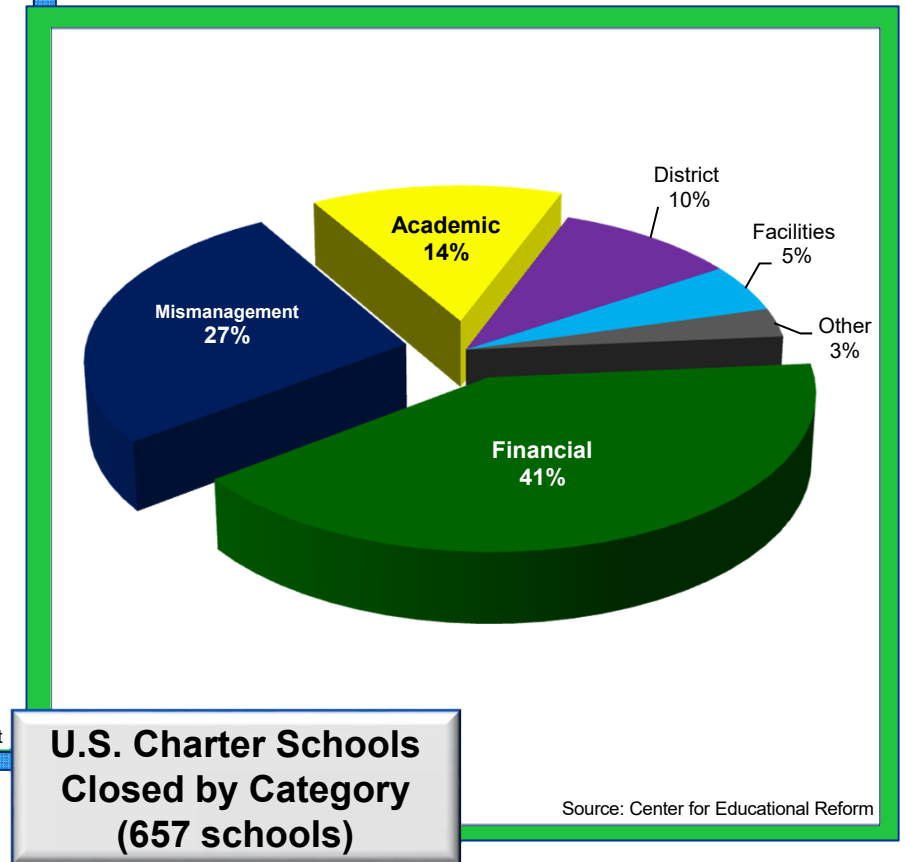
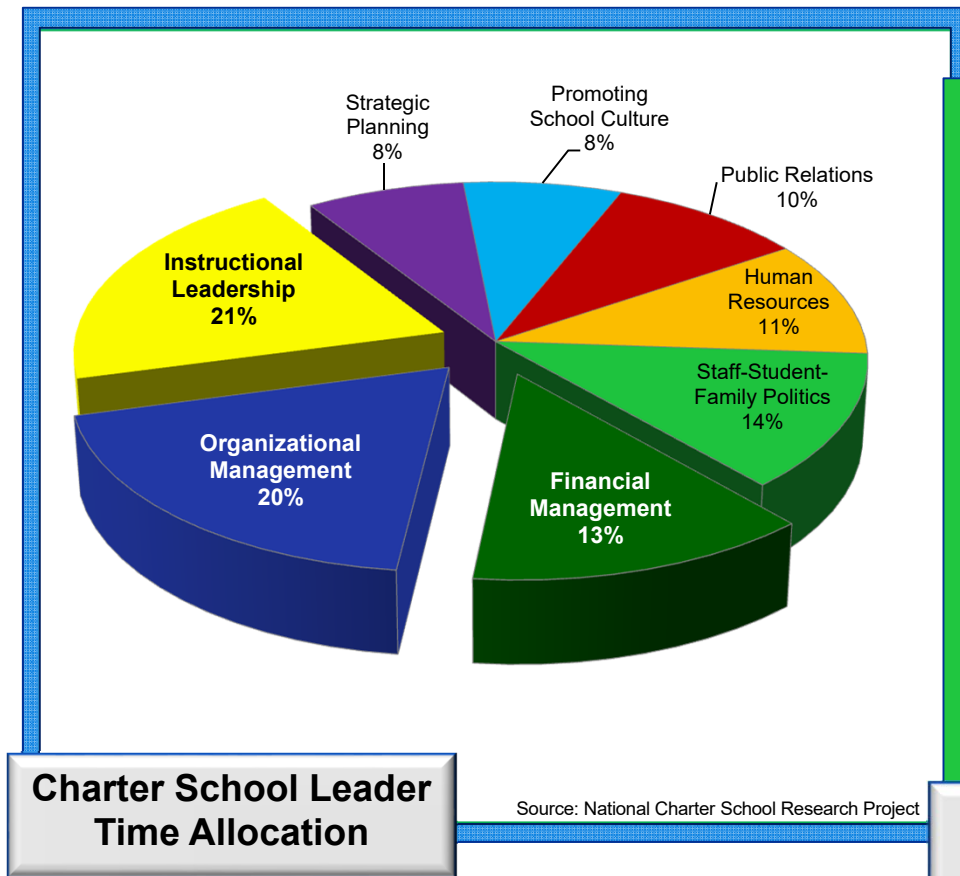
## SUMMARY OF RELEVANT NATIONAL AND STATE CHARTER SCHOOL DATA

- **School Leader Time Allocation**
  - 33% on organizational + financial management vs. just 21% on instructional leadership
  - 92 minutes/day searching for data
- **Operational Challenges Ranked ‘Very’ and ‘Somewhat’ Serious by School Leaders**
  - Managing finances: 37%
  - Compliance reporting: 17%
- **Charter Schools Closings**
  - 697 charter schools have been closed nationally
  - 565 or 81% for non-academic reasons vs. 92 or 14% for academic reasons
- **Staff Turnover & Hiring Challenges**
  - 33% of charter school leaders plan to leave current position < 3 yrs and 70% plan to leave position < 5 yrs
  - While 50% of those departing intend to remain in the education field, few expect to transition to other leadership positions in charter schools
  - School leader and business manager talent pool is very limited
- **High Growth in Number of Schools**
  - Nationally, 1,500 new charter schools in last 4 yrs
  - Growth rate expected to accelerate, further exacerbating talent pool / staffing problems

# CHARTER SCHOOLS FACE SUBSTANTIAL FINANCIAL & OPERATIONAL ISSUES

School Leaders spend a lot of time worrying about finance and operations vs. instructional leadership...

...and yet 68% of charter schools still fail for financial and mismanagement issues



# edtec SCHOOL PORTAL

*Charter School Operations & Organizational Management  
Made Easier, More Efficient & Compliant*

## ▪ ESP is:

- **Charter School Centric.** Tailored to school needs
- **Data-Driven.** All key performance data in one place
- **Available** for licensing
- **Intuitive.** Easy to learn and use
- **Proven.** Supporting 100+ charter schools
- **In-House.** Built for use by school leadership and in-house business operations staff
- **Roles-based.** School leader, Business Manager, Accountant, Board member, Auditor, etc.
- **Award Winning.** Built on award-winning ERP suite

## ▪ Key Benefits:

- **Pre-Configured.** Fast, low-cost implementation
- **Best Practices.** Features + online knowledge base
- **Efficiency.** Saves time for school leader and staff
- **Visibility.** Easy-access financial metrics for stakeholders
- **Expertise.** Supplemental EdTec services wrappers
- **Affordable.** Priced for charter school budgets
- **Web-based.** Available 24/7 via SaaS model





## edtec SCHOOL PORTAL UNIQUE DELIVERY MODEL

- **ESP software is licensed and supported by EdTec and is an excellent solution for schools that:**
  - Launch with an in-house back-office staffing model that leverages ESP as its accounting, reporting and operations system.
  - Are moving from an outsourced back-office service provider model to an in-house business office staffing model that leverages ESP as the accounting, reporting and operations system.
  
- **ESP Service Wrappers allow schools to leverage targeted outsourced support to fill gaps and/or supplement internal back-office skill sets:**
  - Blended service approach allows schools to cost-effectively and efficiently run the back-office with internal school staff on a system tailored to their needs...
  - ...while leveraging EdTec's expertise to build the school's internal capacity and minimize risk in operating an in-house business office.

# edtec SCHOOL PORTAL 8 MAJOR COMPONENTS



# edtec SCHOOL PORTAL KEY FEATURES



School Leader



Business Manager



AP Clerk



Board Member



Auditor



## Performance Management Dashboards\*

- Financial performance indicators and meters, attendance and assessment metrics
- Key calendar events by role, with links to related forms / knowledge base information
- Multiple charter news feeds that update automatically (RSS feeds)



## Accounting, Budgeting, Fundraising / Donor Management\*

- Chart of Accounts maintained to be compliant with financial accounting standards
- Multiple budget tracking, resource coding and grant tracking, multiple locations
- Customized workflow for streamlined data entry (entry forms, pre-coded transaction entry)
- Online AP bill approval and 2<sup>nd</sup> approver workflow with dashboard and email reminders
- AR pre-coded state, federal revenue transaction entry; afterschool invoicing / statements



## Charter School Knowledge Base\*

- Online, searchable, 400-page knowledge base of charter school operations best practices and processes, information sheets on key charter topics, and important forms
- Audit schedule templates and monthly close procedures; custom ESP user documentation,



## Financial Reporting\*

- Summary level to transaction detail drill-down visibility to financial data
- Financial reporting and pre-configured state reporting templates (e.g., 1<sup>st</sup> & 2<sup>nd</sup> Interim)
- Pre-configured grant / resource reports. State grant reports continually added, as required
- One-click drill down from summary level data to detailed transactional information.



## Compliance Management\*

- Federal and State compliance and reporting calendar with links to relevant content
- Event management by role with automated reminders
- EdTec maintained reports and report templates with quality check guides



## Online File Cabinet

- Centralized access to key, current charter documents
- Board meeting materials, detailed assessment and attendance reports, articles of incorporation, user manuals, etc.



## Attendance & Assessment

- Key enrollment and attendance metrics, graduation rates, etc..
- Student assessment results (e.g., State test results, internal formative assessments)



## Payroll & HR Information Mgmt

- Customized payroll journal entry upload templates; retirement system contribution reporting
- Staff information including certifications and vaccinations
- Automated email reminders for certification expirations and vaccinations

\* Includes EdTec developed content proactively updated and maintained by EdTec



Business and Development Specialists  
for Charter Schools

# edtec SCHOOL PORTAL PERFORMANCE MANAGEMENT DASHBOARD

Home - NetSuite (ES x) | NetSuite Inc. [US] | https://system.netsuite.com/app/center/card.nl?sc=-29&t=bhhDskXXp&whence=

**edtec SCHOOL PORTAL** | Search | Help | Lee, Sara ESP-CA - Demo - Director

Welcome | Calendar | AP | AR | GL | Banking | Employees | Documents | News Feeds | Metrics | Data Analysis | Support | Knowledge Base | Students

Home | Viewing: Portlet date settings | Personalize | Layout

**Shortcuts**

- Print Checks
- Enter Cash Receipt
- Bill Payments
- Budget vs. Actual
- Calendar
- File Cabinet
- Review Certification Dates

**Reminders**

- 54 Bills to Pay
- 1 Purchase Request to Approve
- 5 Employee Expiration Dates to Review

**Recent Records**

- Word File 2.2.1 - CDE CDS Code App - Insert.doc
- Journal #31063
- Journal #31062
- Journal #31061
- 5528 ABC Books Supplier Bill 9/20/2010
- Event ASES Q1 Expenditure Report - Current FI...
- Event Deadline to Submit December CAHSEE ...
- 5528 ABC Books Supplier Bill #722
- Vendor 5528 ABC Books Supplier
- 1741 Demo Unified School District Cash Receipt #8820
- 11456 Mastercard BankOne Check 11/3/2010
- 30020 Denise's Restaurant Bill Credit #CR 345

**Event Search: Calendar Events**

CATEGORY: All | STATUS: All | DATE: next one quarter

Lee, Sara(1) TOTAL: 63

EDIT   VIEW	START DATE	CATEGORY	EVENT	STATUS	OWNER	MARK
Edit   View	1/15/2015	State Reporting	CARS Release	Tentative	Lee, Sara	Completed
Edit   View	1/15/2015	Operations	Charter SELPA - Enrollment and Attendance reporting	Confirmed	Lee, Sara	Completed
Edit   View	1/15/2015	State Reporting	Deadline to Submit P-1 Attendance Report	Tentative	Lee, Sara	Completed
Edit   View	1/15/2015	Operations	El Dorado SELPA - Mid-year Financial Report: Federal IDEA Expenditure Report - Current Fiscal Year	Confirmed	Lee, Sara	Completed
Edit   View	1/15/2015	Operations	Reminder on Final Paychecks for Departing Employees	Tentative	Lee, Sara	Completed
Edit   View	1/15/2015	Operations	Reminder on Timely Distribution of Paychecks	Tentative	Lee, Sara	Completed
Edit   View	1/17/2015	Funding Applications	After School Education & Safety Program Grant - Universal Application for New or Continuing Grantees	Tentative	Lee, Sara	Completed
Edit   View	1/17/2015	Funding Applications	After School Education & Safety Program Grant Renewal - Cycle C Schools only	Confirmed	Lee, Sara	Completed

**Key Performance Indicators**

INDICATOR	PERIOD	CURRENT	PREVIOUS	CHANGE
Bank Balance	This Period vs. Last Period	\$3,382,791	\$3,291,733	↑ 2.8%
Profit	This Period vs. Last Period	\$91,058	\$56,325	↑ 61.7%
Revenue	This Period vs. Last Period	\$100,000	\$100,000	0.0%
Expenses	This Period vs. Last Period	\$8,942	\$43,675	↓ 79.5%
Payables	Today	\$117,108		
Fundraising - Year to Date	This Fiscal Year	\$20,000		
ADA	Last Month vs. Month Before Last	1,090.07	1,106.24	↓ 1.5%
Enrollment	Last Month vs. Month Before Last	1,160.0	1,158.0	↑ 0.2%
Attendance %	Last Month vs. Month Before Last	93.97%	95.53%	↓ 1.6%
Attrition Total	This Fiscal Year	20.0		

**ADA Tracker**

INDICATOR	THIS FISCAL YEAR	LAST FISCAL YEAR	FISCAL YEAR BEFORE LAST

**KPI Meter**

Fundraising - Year to Date

Fundraising - year to date 60.0K

20.0K

**Calendar: My Calendar**

Today 1/2015

My Calendar Monthly

SUN	MON	TUE	WED	THU	FRI	SAT
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

**CA Dept of Education - What's New**

**Suspension and Expulsion Rates for '13-14**

State Schools Chief Tom Torlakson Reports Significant Drops in Suspensions and Expulsions for

# edtec SCHOOL PORTAL DESIGN, IMPLEMENTATION & SUPPORT

SYSTEM DESIGN	Platform	<ul style="list-style-type: none"> <li>Established, award-winning ERP business solution is the foundation of ESP</li> </ul>
	Web-Based	<ul style="list-style-type: none"> <li>24 /7 online availability</li> <li>Data housed in secure, state of the art data centers, co-located, continually backed-up</li> <li>Browser functionality – can use “back” button in browser; multiple tabs or windows</li> </ul>
	Access	<ul style="list-style-type: none"> <li>Charter school role and permission-based access to school information, application functions and features</li> <li>Audit trail records all changes made to system by user, date, time</li> </ul>
	Intuitive	<ul style="list-style-type: none"> <li>One-click reporting / drill down from summary level data to detailed transactional information</li> <li>User interface tailored to be charter school relevant (e.g., labels, menus, field names)</li> <li>Workflow: transaction entry screens optimized for charter school needs</li> </ul>
	Proven	<ul style="list-style-type: none"> <li>In use since July 2008 to support 100+ back-office client schools</li> <li>Licensing of ESP to charter schools for internal use by school staff since July 2009</li> </ul>
IMPLEMENTATION & SUPPORT	Pre-Configured	<ul style="list-style-type: none"> <li>Pre-configured setup for charter school use</li> <li>Compliant COA, user roles, workflows, reporting and JE templates</li> <li>Translates to fast, low-cost implementation and user training</li> </ul>
	Data Conversion	<ul style="list-style-type: none"> <li>EdTec imports trial balances, vendors, customers (i.e., parents), employee list with certification dates, historical ADA records, historical assessment and testing records</li> </ul>
	Training & Support	<ul style="list-style-type: none"> <li>Expert ESP application support and charter school technical support provided by EdTec</li> </ul>

# THEORY OF CHANGE

## CONTEXT

### Successful Charter Schools Are More Than A Collection Of Great Teachers & An Effective Curriculum

- They are also nonprofit corporations that **must operate with maximum efficiency** in order to produce strong results despite funding disparities and facilities challenges unique to charter schools
- They are multi-million dollar start-up enterprises whose stakeholders are parents, taxpayers, and public authorities
- Because they are public schools, charters are **publicly accountable not just for academic results, but also for sound stewardship of public dollars**
- Most often, charter schools falter because of deficiencies in finance, governance, and other operational domains

### Building Charter School Quality: Strengthening Performance Management Among Schools, Authorizers, State Charter Support Organizations and Funders (BCSQ)

- A three-year federally funded project that focuses on strengthening the charter movement through quality schooling, has identified and produced companion reports that lay out the **two necessary frameworks towards achieving this goal:**

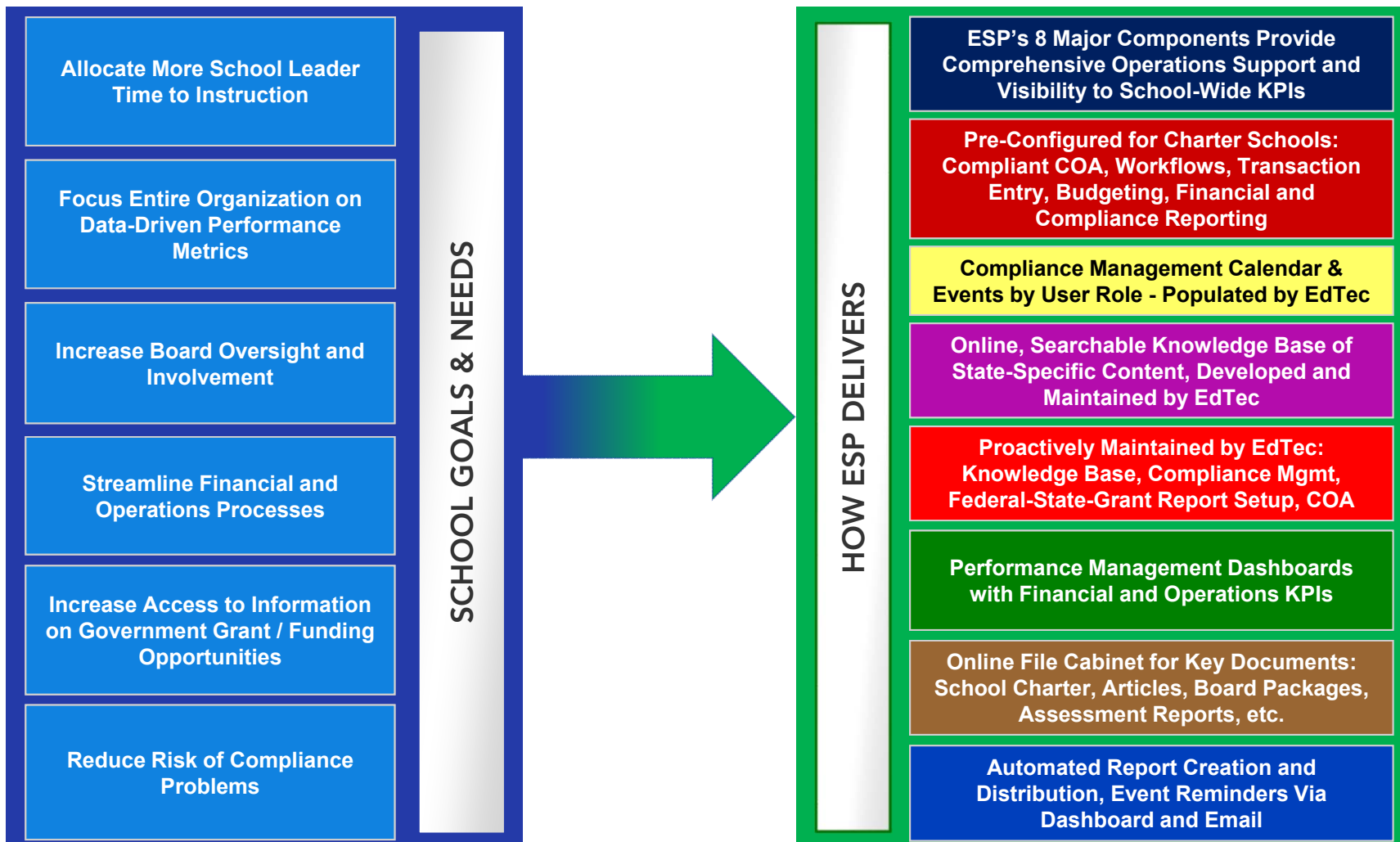
**1) Academic Quality**

**2) Operational Quality**

Source: A Framework for Operational Quality, A Report from the National Consensus Panel on Charter School Operational Quality

# THEORY OF CHANGE AND BENEFITS OF ESP

*ESP Supports Improvements in School Leader Efficiency and Effectiveness for Improved Operational & Academic Quality*



# edtec SCHOOL PORTAL BENEFITS – SCHOOL STAFF & BOARD

## Visibility

- Dashboard of key performance indicators, compliance events, reminders, charter news, performance meters
- Visibility and command of operational and fiscal health of school
- File cabinet is central online repository for key charter docs, reports, etc.

## Efficiency

- Quick access to information and all key school performance metrics
- Track expenditures against budget with a couple clicks.
- Analyze cost / benefit of school programs
- Automatic generation and distribution of key reports
- Re-allocation of school leader time to instruction

## Best Practices

- EdTec proactively and continually updates knowledge base, key forms, compliance information, reporting templates, process documentation, user manuals
- EdTec maintenance and support of solution minimizes impact of operations staff turnover

## Expertise

- Designed, configured, updated, maintained for charter schools by charter school operations experts
- Application support provided by EdTec staff
- High-value service wrappers available for supplemental operations support

## Pre-Configured

- Charter school roles-based access to features / functions
- Financial reports
- Federal and state compliance reports
- Optimized workflow menus, entry screens, etc
- Rapid implementation and training

## Intuitive

- Menus, labels, fields, user documentation configured for charter school staff, stakeholders
- One click reporting and drill down to report detail
- Simple report export to PDF, Excel

## Proven

- Award-winning base business platform
- In use by EdTec since 2008 to support all outsourced back-office school partners
- In use since 2008 by independent charter schools to run in-house operations
- Thousands of businesses using business suite since 1998

## Affordable

- EdTec buying power and master license structure makes solution affordable for charter schools
- Pre-configuration = low training and implementation costs
- Web-based, Software as a Service delivery model = no IT support costs.