

April 15, 2019

Mr. Matt Brown, CFO/COO
TEACH Public Schools
1846 W. Imperial Hwy.
Los Angeles, California 90047

Dear Matt,

Thank you for the opportunity to submit a proposal for business management services for TEACH Public Schools. We are thrilled at the possibility of continuing to work with you. Charter Impact provides a variety of business management services to charter schools and non-profit organizations nationally and we pride ourselves on our hands-on approach and top-notch customer service.

As you know, our team is well-versed and experienced with the needs of charter schools, CMO's and complex organizational structures and we offer customized solutions accordingly. Our company's style combines a professional and friendly feel, with personalized service being our number one priority. Our goal is to provide timely and accurate financial reporting as well as insight and guidance in a way that only an experienced financial professional and CPA can. We also focus on providing the professional development and tools necessary to empower board members and executives to make the best business decisions possible for their organization.

Please contact me, as the primary liaison to TEACH, with any questions or comments regarding our proposal or our services. We are willing and able to perform the services described in the Back Office Services RFP (no 2019-1) and the services required in the Scope of Work, including availability of staff and other required resources to meet all deliverables as described in the RFP.

By signing this cover letter, I certify that the information contained in this proposal is accurate and that all attachments required to be submitted as part of the proposal are certified to be true and binding upon our company.

Sincerely,



Spencer C. Styles, C.P.A., M.P.A.

President and CEO

Charter Impact, Inc., Sub-Chapter S Corporation

FIEN: 27-4171950, Corp Number: 3334639

ssyles@charterimpact.com

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A: Attachments Checklist

ATTACHMENTS Attachment A

Attachments Checklist

Charter Impact
Proposer Company Name

Please complete this checklist to confirm that the items listed below have been included in your proposal. Place a checkmark or "x" next to each item submitted to TEACH. For your proposal to be considered, all required attachments must be returned, including this checklist. Submit one copy of your proposal in a sealed package.

Section	Title
<input checked="" type="checkbox"/> 1	Cover Letter
<input checked="" type="checkbox"/> 2	Table of Contents
<input checked="" type="checkbox"/> 3	Attachments Checklist
<input checked="" type="checkbox"/> 4	Minimum Qualifications
<input checked="" type="checkbox"/> 5	Proposal Questionnaire
<input checked="" type="checkbox"/> 6	Proposer References
<input checked="" type="checkbox"/> 7	Authorization Agreement
<input checked="" type="checkbox"/> 8	Fee Proposal

B: Minimum Qualifications

Attachment B

Minimum Qualifications

A Proposer must meet all of the following minimum qualifications to TEACH's satisfaction to be given further consideration. Failure to satisfy any of the minimum qualifications may result in the immediate rejection of the proposal.

As of June 1, 2019, both the Proposer's company and its key personnel meet all of the following minimum qualifications:

1. The Proposer has at least three years of experience with providing back office services.

Yes No

2. The Proposer has knowledge and experience working with California charter schools.

Yes No

3. The Proposer has professional references that demonstrate and evidence the ability to perform the required services.

Yes No

4. The Proposer is licensed to do business in the state of California.

Yes No

C: Proposal Questionnaire

Attachment C

- 1. Provide a general description of your company’s qualifications and experience relevant to the minimum qualifications in Attachment B, along with any necessary substantiating information. Limit your responses to information about your company’s capabilities.**

Charter Impact is honored to submit a proposal for back office services to TEACH Public Schools. We are a mission-driven business partner dedicated to empowering charter schools and non-profits with professional, personalized financial management and operational support.

Charter Impact specializes in providing insight and guidance for complex organizations in a way that only experienced business advisors and CPAs can. Our team has an extensive background in finance, public accounting, auditing, grant management and technical consulting, which has helped us understand and identify the challenges facing mission-driven individuals and organizations, and shape and inform how all Charter Impact staff are trained.

From our years of experience serving you in this capacity, we understand first-hand the level of involvement and direction that TEACH leadership has exerted over the organization’s finance and business operations in the past, and we hope to continue to support you with the most accurate and efficient advisement and service as you grow.

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

VALERIE BRAIMAH, EXECUTIVE DIRECTOR
CITY CHARTER SCHOOLS

We feel confident that Charter Impact will continue to be an excellent partner for TEACH at this point in its development, and that we can provide a competitively priced service offering with the highest qualifications and service capabilities.

We believe that clear and transparent expectations and objectives are the best foundation upon which to build a strong relationship, and we thank you for your thoughtful consideration.

Our Model of Service

Our model of service resembles more of a hand-in-hand partnership than a “back” office company. We believe that what separates us from other firms is our ability to go several steps beyond producing financial statements and presenting them at Board meetings. To do so, we

work very closely with our clients, and are in consistent contact with them throughout the month. We aim to provide support as a true business partner, and we excel in communicating and integrating seamlessly with client staff - from the principal officers, to the Board, to individual school site support staff.

Charter Impact has highly developed procedures, practices, and methodologies that can support TEACH's mission and vision, and we customize internal controls and procedures based specifically on individual client needs. Our focus on sound internal controls, with an eye toward incorporating the highest degree of client efficiency and industry best practices provides the utmost security for client assets and financial stability, without overburdening client staff with unnecessary red tape.

We believe that strong financial management is a tool that can give small organizations the confidence and focus of big ones. It is our duty to address changing financial conditions, requirements and regulations in advance, discuss them with our clients as they happen, and report them in real-time, not a month or two after the fact. By bringing the expertise and expectations gleaned from nonprofit, for-profit and government programs, we help improve and refine the financial process for charters.

As TEACH continues to adapt to changing conditions, it will be critical to have support from a team of professionals experienced in managing charter schools as well as affiliated non-profit organizations such as CMO's, facility holding companies and foundations. Having our team at your disposal will allow you to manage growth effectively and efficiently, and we will work with you to assist in the long-term strategic planning of the organization to ensure success.

- 2. Provide a statement indicating the year your company was founded; what the primary business(es) of the company is(are); the length of time the company has been providing back office services (bookkeeping, internal and external reporting, budgeting, payroll, etc.) and related services as described in this RFP. In addition, provide the duration and extent of experience the company has with providing any similar services.**

Charter Impact was founded in 2010, and Spencer Styles took the helm as President and CEO in January 2014. We currently have 62 employees, 95% of whom are based in our Los Angeles office, and we currently serve approximately 60 clients in a full back-office business management capacity.

We are growing quickly, which is a direct result of our reputation for doing accurate, highly collaborative work with strong organizations. We aren't a large company with multiple

locations, and our clients don't feel like nameless, faceless numbers. Because we're small, there is an expectation for everybody at Charter Impact to dig in together to accomplish the work.

Part of our strength is derived from the diversified background of our company leadership. We have vast experience both in the charter industry *and* outside of it, and we bring our wide experience across multiple industries and corporate structures to drive best practices. Our team's technical skills span *all* non-profit accounting, and we are well-versed in managing not only stand-alone schools, but also CMOs, facility holding companies and foundations. We have the technical skills to talk in depth about what is happening in the financials, and how they are impacted as things change.

"The Charter Impact team has been extremely attentive and patient. They are willing to go above and beyond so we truly understand our budget and how funding works."

KRISTIN KRAUS,
DIRECTOR OF FINANCE & OPERATIONS
SOAR CHARTER ACADEMY

Our company structure is not top-heavy, and we haven't spent substantial time or energy on marketing and advertising. Our growth has come from word-of-mouth, and we are proud of our growing reputation within the charter community for our ability to manage extremely complex and sophisticated organizations. As we grow, we will keep our focus on serving our clients in the most ethical, economical, professional, and proactive way.

3. Provide a general description of your company's experience with California charter schools.

Charter Impact has been working with California charter schools since 2010 and members of our leadership team have charter roots that extend even longer. Our experience in working with clients' authorizers includes the largest district in the State (as well as some of the smallest), county offices of education and the CDE directly. Our team has an extensive background supporting standalone charters schools, large and small CMOs, and foundations.

Charter Impact's array of services provides all of the support that you would expect from an in-house finance/accounting department. This includes not only the accounting, accounts payable and payroll, but also assistance with reviewing contracts, ad hoc financial analysis, support with vendor negotiations, assistance with facility financing, and management of lender relationships. Our clients look to Charter Impact as a leader in providing management and advisory services that support our focus on a mission-centric, personalized delivery model. We help our clients

navigate from start-up through strategic growth and into long-term sustainability. Our team of CPAs and CPA-eligible staff strive to achieve financial process integration and alignment to enable cost reduction, increase controls and reliability, and heighten confidence in financial information.

As our clients strive to meet the demands of stakeholders, Charter Impact helps develop and support fiscal strategies, manage risk and compliance, and utilize business intelligence and analytical capabilities. Our professionals bring direct hands-on knowledge of standards for charter school and non-profit systems, internal controls and financial reporting.

Additionally, we work with various independent auditors throughout the State. Our goal is to shoulder the load as much as possible to make our clients' lives easier. That means other than a visit from them to test attendance procedures, onsite cash collection or ASB activity, we are the main contact for the auditors and coordinate all of the work on your behalf. We have had zero financial control deficiencies related to any operational item that we are responsible for managing. 100% of our clients have received unqualified (or "clean") audit opinions.

The stories below provide a sample of what we have helped our clients accomplish recently. If we were to be selected as the provider for TEACH, we would continue to work to accomplish similar gains for your organization. In terms of direct relevance, we believe that providing the most insightful guidance with the most accurate and timely support can lead to any number of unique benefits depending on the characteristics and challenges of each organization.

- **\$1.5 million in debt reduced to \$0:** Life Source International Charter School joined Charter Impact in September 2015 carrying \$1,500,000 in revenue anticipation notes due on September 20, 2015. Through a detailed review of the school's operations and a revision to the budget, we created and implemented a refinancing plan and monthly cash management tool which enabled the school to **completely eliminate its debt by May 31, 2016**. The school is now pursuing permanent financing to purchase a facility - something that was not previously possible.
- **New \$48.7 million school facility:** The Palmdale Aerospace Academy was weighing various financing options for its new 165,000 sq. ft. facility. Through our leadership and process management, we secured a tax-exempt bond issuance even though the school was only in its fourth year of operation. After successfully receiving a "BB" rating from Standard & Poor's, we achieved a 4.70% interest rate for the 30-year term. This **saved the school \$80 million in rent payments** over the term as compared to the other proposed financing options. The school broke ground in April 2016 and moved into its new home in the Fall of 2017.

- **Two successful State Board appeals:** Both Academia Avance and Prepa Tec Los Angeles High School faced an uphill battle on approval of their renewal and new charter petition, respectively. After being denied at the district and county levels, we stood and fought with both schools, creating detailed financial plans, responding to inquiries and presenting to the State Board in Sacramento. *Both schools won their appeals.*
- **Innovative financing sources:** As Inspire Charter Schools continued to grow by leaps and bounds, the delay in how the State calculated revenue payments began to take an enormous toll on the organization's cash flow. The cost of traditional receivable sales for the second half of the 2018-19 school year was projected to be \$2.6M. Using a creative financing structure not often seen with charter schools, Charter Impact was able to guide Inspire through the issuance of Revenue Notes through a conduit bond program under the California School Finance Authority (CSFA). *The resulting 5-month notes saved the organization \$1.45M in borrowing costs.*

4. Provide a general description of how your company will be able to provide the experience, ability, and financial standing necessary to meet the requirements set forth in this RFP.

Charter Impact has a clear and thorough understanding of the needs to be met through this engagement. We have a deep understanding of the needs and expectations of TEACH, and that we would be expected to perform substantial exemplary forecasting so that the internal TEACH team can plan accordingly.

It's impossible to express the collaborative nature of a partnership with Charter Impact in bullet points. All tasks referenced in this proposal are truly the bare minimum. Charter Impact staff participate and engage in supporting clients at a uniquely close and impactful level. Our clients' pain points are our pain points. As such, it is in our best interest to work diligently to ensure all systems, processes, procedures, and interactions are as seamless and efficient as possible.

A primary benefit of partnering with us is the prominent level of access and interaction clients have with our staff. The service we are providing is not a software platform; it's real-time access to a team of accomplished accounting professionals who take client service seriously.

To operate a school efficiently, school leaders cannot wait for regularly scheduled monthly financial reports. To that end, and to maintain proper communication and provide a level of service consistent with our mission, all emails received MUST be responded to within 24 hours (this includes emails within our internal team as well). If it will take longer than 24 hours to respond with the requested information, staff are required to, at the least, send a response acknowledging receipt and alert the requester as to when they will be able to respond fully.

We believe that our role is to help guide and train our clients in how to read and interpret financial information so they can best serve their students and school communities. While we do not intend to turn every client staff member into an accountant, we have found that the more equipped school leadership is, the better decisions they make.

Our clients inevitably become more comfortable with financial models and processes over time, reducing the “*I don’t know what I don’t know*” factor of back-office dependence. While we believe that our expertise and efficient service methodology serve as a huge value-add for our clients, it does not put them into a dependent position or mindset.

5. Provide a complete list of organizations or schools that have discontinued or terminated your company’s services in the last five years and the reason(s) why.

Charter Impact has off-boarded only three clients since Charter Impact came under Spencer Styles’ leadership. The first was Alta Public Schools. Alta was one of Charter Impact’s very first clients, and they had originally started as a single elementary school. By the 2015-16 school year, the organization had successfully grown to three independent charter schools serving grades K-12. Due to the increase in size, the organization elected to bring all of their accounting and financial operations in-house. However, Alta’s leadership had been so pleased with Charter Impact’s service methodology, they selected and hired the Charter Impact Accounting Director who had been working with them to build their internal accounting department from scratch. As a part of this transition, Charter Impact remained on-board with Alta in a consulting capacity for a full year to ensure their internal department could successfully stand on its own.

The second Charter Impact client to off-board was CORE Placer Charter School. Charter Impact began its work with CORE as a part of a merger-style management change with another charter school operator that is currently a Charter Impact client. Because the management was changing, it made sense to bring accounting and finance under one roof. However, three months into the 16-17 school year, the relationship between the two charter school operators dissolved. CORE was pleased with the service received from Charter Impact and elected to continue as a Charter Impact client through the rest of the school year prior to converting back to another service provider in their local vicinity.

The third is Growth Public Schools. The school began operations in the 2017-18 school year and had selected Charter Impact as the business management firm. After working with the school during the pre-opening period and the start of the academic year, Growth’s Chief Operating Officer came to the decision that she preferred a management style that did not match Charter Impact’s hands on approach. After several discussions with the school, the decision was made to part ways. Charter Impact continued to support the school into its second year to ensure a smooth transition to its new service provider.

6. Provide an organization chart for your company, a description of the lines of communication, and the responsibilities at each corporate level.

Please refer to Appendix B, where you will find Charter Impact's current Organizational Chart and Client-Facing Support Team Chart, clearly showing the lines of communication between roles and departments. We have also included complete job descriptions for relevant Director-level through Manager-level positions to give TEACH a sense of the duties as well as the depth of specialized expertise our staff provides in each role.

7. Provide a complete balance sheet or annual report (verified by a certified public accountant) for the last three years of operation.

Charter Impact, Inc. is a privately-held S-corporation, of which Spencer Styles is the sole shareholder. As such, the company's financial records and historical tax returns are highly confidential and are not released as a part of an RFP process for prospective clients. However, we do understand the rationale behind the request. We can provide assurance to TEACH, as well as the rest of our existing and future clients, that Charter Impact always has and always will operate in a financially prudent manner.

Our internal budgeting process is significantly more conservative than even the guidance we offer clients to ensure that our fiscal stability will not be an area of concern for our clients. To that point, Charter Impact has been profitable in every year of its existence and maintains a budgeted net income going forward. We have never had any issues with collection of receivables and have no debt. Furthermore, Charter Impact maintains a minimum of 60 days cash on hand to safeguard against any cash flow timing delays from our clients.

8. Provide a recommended transition plan that describes the steps the Proposer will take to begin providing the services described in this RFP.

No transition plan would be necessary as TEACH is a current Charter Impact client.

D: Proposer References

Attachment D

Proposer References

List at least two references to which the Proposer has provided back office services within the past five year(s).

Reference 1		
Name of Reference City Charter Schools		
Street Address 11625 W. Pico Blvd.		
City Los Angeles	State CA	Zip Code 90064
Contact Person Valerie Braimah	Contact Title Executive Director	Contact Phone Number 818-877-3557
Brief Description of Services Provided Full business management, payroll and student data services		
Dates of Service 7/1/12 - present		
Reference 2		
Name of Reference The Palmdale Aerospace Academy		
Street Address 3300 E. Palmdale Blvd.		
City Palmdale	State CA	Zip Code 93550
Contact Person Dr. Laura Herman	Contact Title Headmaster	Contact Phone Number 661-273-3680
Brief Description of Services Provided Full business management, payroll and student data services		
Dates of Service 11/18/13 - present		
Reference 3 (optional)		
Name of Reference Aspen Public Schools		
Street Address 1400 E. Saginaw Way		
City Fresno	State CA	Zip Code 93704
Contact Person Terri Martin	Contact Title Business Director	Contact Phone Number 559-225-7737
Brief Description of Services Provided Full business management, payroll and student data services		
Dates of Service 10/1/16 - present		

Authorization Agreement

Attachment E

Authorization Agreement

Request for Proposal for Back Office Services
RFP No. 2019-1

We, Charter Impact, by our signature on this document certify the following:

1. That we will operate in accordance with all applicable California state and federal laws, regulations, and statutes.
2. That the terms, conditions, warranties, and representations made within this RFP and our proposal shall be binding upon us and shall be considered a part of the contract as if incorporated therein.
3. That the proposal submitted is a firm and irrevocable offer good for one year.
4. That we have made examinations and verifications, and are fully conversant with all conditions under which services are to be performed for TEACH.
5. That negligence in the preparation or presentation of, errors in, or omissions from proposals shall not relieve us from fulfillment of any and all obligations and requirements in the resulting contract.

Company Name: Charter Impact, Inc.

Address: 15760 Ventura Blvd., Suite 960

City: Encino State: CA Zip: 91436

E-mail Address: sstyles@charterimpact.com

Web Site Address: www.charterimpact.com

Name of Authorized Representative: Spencer Styles

Title of Authorized Representative: President & CEO


Signature of Authorized Representative

Date Signed: 4/15/19

Fee Proposal

Attachment F

Fee Proposal

COST BREAKDOWN

Proposer Instructions

- Provide a breakdown of all costs included in the fixed price, including personnel costs.
- Clearly identify all costs**

Item #	Description of Services	Annual Cost
1.	Business Management Fee - \$200K annual fixed fee	\$ 200,000
2.	Payroll Processing - variable by employee count	\$ variable
3.	Student Data Support - \$130 per hour as needed	\$ variable
4.	Reimbursement for client-requested FedEx shipments	\$ variable
5.	Rush AP check processing fee - \$75 per occurrence (reg. schedule is weekly)	\$ variable
6.	Implementation Fee	\$ 0
7.		\$
8.		\$
GRAND TOTAL		variable

The term of the initial contract would be from July 1, 2019 through June 30, 2020.

Below, please find further explanation of the proposed fees for services:

- **Implementation and Set-Up**
 - For time spent on the initial set up, accounting system customization, updated cash flow forecast and process implementation for new clients, there is typically a one-time fee, but this fee is not applicable as TEACH is a current client and implementation and set-up were previously completed.
- **Business Management Services**
 - Annual fixed fee of \$200,000.
- **Student Data Support**
 - Hourly fee of \$130 per hour, as support is requested.
- **Payroll Processing and Retirement Reporting**
 - Payroll processing - \$100 base plus \$2.75 per employee per pay period
 - Garnishment reporting - \$2.50 per occurrence
 - New employee reporting - \$3.50 per occurrence
 - Payroll delivery via FedEx - \$35.00 per occurrence per 50 employees
 - Quarterly/Annual Reporting - \$20.00 per occurrence
 - Form W-2 or 1099 (for contractors paid via payroll) - \$5.75 each

Note: For 50 employees paid semi-monthly, costs would average \$500 per month

Appendix A: Scope of Service

Charter Impact has a clear and thorough understanding of the needs to be met through an engagement with TEACH. Our regular service scope includes not only the accounting, accounts payable and payroll departments, but also assistance with reviewing contracts, ad hoc financial analysis, support with vendor negotiations, management of lender relationships, and much more. **As a general guideline, we provide all the services that you would expect from an internal accounting and finance department, including but not limited to what is currently listed in TEACH's RFP Exhibit 1 – Scope of Work.**

A basic description of our services is as follows:

Business Management Services

1. Implementation and training

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

2. Accounts payable processing

- Review all invoices sent to Charter Impact for proper approval and coding
- Enter invoices for each reporting entity, process check payments, and send checks directly to vendors to reduce turn-around time
- Provide weekly check registers, accounts payable aging reports, vendor payment history or other ad hoc reports on a recurring or as needed basis

3. Accounts receivable processing

- Monitor the receipt of State approved ADA funding amounts and verify balances paid are correct
- Work directly with governmental agencies to resolve any issues or discrepancies identified
- Review all donor letters and grant agreements for proper coding and revenue recognition in accordance with GAAP
- Maintain independent records, as necessary, for both public and private sources to ensure accurate reporting and compliance

4. Bank reconciliation and general ledger maintenance

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

5. Cash Management

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

6. Monthly Financial Reporting

- Provide a monthly reporting package by the 15th day of the following month, assuming all necessary data is received from the school site on a timely basis, to ensure management has the necessary information to make sound business decisions
- Create financial reporting package based on customized business segments. This includes budgets and forecasts as well.
- Offer a menu of report options for the monthly financial reports including, but not limited to:
 - Monthly summary by financial section with bulleted highlights for presentation purposes
 - Monthly Cash Flow Forecast and comparison to approved budget
 - Budget vs. Actual Report (both current month and year-to-date)
 - Schedule of Revenue and Expenses by Period
 - Comparative Statement of Financial Position
 - Combining/Consolidating Statements of Activities and Financial Position
 - Statement of Cash Flows (both current month and year-to-date)
 - Accounts Payable/Receivable Aging
 - Check Register(s)
 - General Ledger Detail
 - Other customized reports as requested by the schools, executive team or board
- On a monthly basis, review and present the financial package with the school staff and/or board members to assess the current fiscal condition of the school
- Provide access to the accounting database via a VPN connection allowing school staff to run reports and see real-time data as it exists in the system
- On an as needed basis, provide or present financial information or training to lenders, board members, community members, parents or other external parties as requested by the school.

7. Compliance and grant reporting

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

- Provide financial information and reporting to governmental entities, donors, and other supporting organizations for grant compliance

8. Charter authorizer support

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

9. Annual budget creation and revisions

- Work with school staff on an annual basis to create a 5-year budget and cash flow projection on an annual basis to ensure proper future planning
- Provide a monthly budget and cash flow report to monitor the cash balance and protect against the gap caused by revenue and expenditure seasonality
- Revise the annual forecasts on an as-needed basis (but at least monthly) to provide school staff and board members with accurate year-end projections and the information necessary in a constantly changing environment

10. Audit preparation and oversight with authorizers

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

11. Tax preparation and support

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

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

12. Strategic planning

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

Payroll Processing and Retirement Reporting

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

1. Payroll Processing

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

2. Retirement Reporting

- Process and submit monthly STRS and PERS reports to the 3rd party administrator (i.e. Hess and Assoc.) or County office.
- Submit payment via ACH or cashier's check within the requisite timeframe for the pension contributions
- Process 403(b) retirement plan deductions, if applicable, and in compliance with State and Federal laws submit payments to the third-party administrator.

3. General Support

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

Student Data Support

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

1. CALPADS Reporting

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

2. Attendance Tracking and Reporting

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

3. Student Information System (SIS) Support

- Conduct multiple trainings for various school staff as needed:
 - Initial product training, including but not limited to system navigation, student and staff account management, student scheduling task management, and import and export of data and reports

- Client Counselor and Registrar/Office Manager trainings on system components, including but not limited to entering and managing historical grades, graduation progress tracking, student demographic data entry (including state required fields), parent/emergency contact data entry, and data quality checks to run student data audits/exception reports to identify missing data.
- SIS trainings as needed for school staff on entering attendance, attendance changes, and running attendance reports, working with attendance data grid, truancy reports/letters, and attendance audits.
- PowerLunch, Admin and PowerTeacherPro trainings
- System Setup
 - Assist with Beginning of Year and End of Year tasks such as: importing student records, create years/terms, final grade setup, create sections, etc.
 - Configure bell schedules and calendars that mirror regular, minimum and assembly day bell schedules
 - Configure adequate attendance, incident, entry and exit codes that capture data at a desired level of granularity
 - Track student activities such as: Independent Studies, Basketball team, academic decathlon, etc.
 - Setup teacher grading environment via grade scales, assignment categories, standards, teacher comments, etc.
 - Perform System Administrative tasks such as integration with 3rd party software providers, maintain security groups and new school setup.
- 4. Data and Analysis
 - Generate standard reports based on available data in support of multiyear and subgroup analysis of CAASPP, English Learner, graduation rates, suspension rates, college/career readiness and chronic absenteeism data
 - Perform ongoing data validation to find and flag missing or incorrect data for correction purposes
 - Correlation analysis to validate or invalidate assumptions or expected academic achievement impact
 - Generate grade distribution report by section, teacher and/or course names
 - Produce English Learner reclassification candidate list based on available data and school criteria
 - Benchmark data analysis in support of identifying reteaching opportunities
 - Create perfect attendance, at-risk of chronic absenteeism, attendance rates by subgroups reports

Appendix B: Selected Bios, Org Charts and Job Descriptions for Attachment C, Question 6

Below you will find short bios for selected members of our Senior Leadership and Director-level Accounting teams, several of whom would be working directly with your organization.

Spencer Styles, C.P.A, M.P.A., President & CEO

As President and CEO, Spencer spearheads Charter Impact's initiatives and is responsible for the long-term growth and sustainability of the company. In addition to internal operations oversight, Spencer guides new schools through the start-up and grant application process, directs and manages the strategic growth of existing schools, and bolsters established schools in their navigation and execution of facility financing.

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

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

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

Theresa Thompson, C.P.A. – Director of Accounting Services

Theresa comes to Charter Impact with a strong background in non-profit organizations, public accounting firms, higher education institutions, and audit services. She previously worked in the Office of the President at the University of Hartford, under the direction of the VP of Finance and Controller. While there, Theresa was responsible for daily accounting functions of the

University, providing support and guidance on NCAA and A-133 audits, researching special federal tax issues and preparing all University tax returns and reports, and developing and presenting financial statements.

Prior to the University of Hartford, Theresa was a Senior Accountant at the Annie E. Casey Foundation in Baltimore, where she co-managed the Foundation's annual grant disbursement budget of approximately \$186M and performed risk management oversight of the Foundation's insurance budget. Before that, she was an Accounting Supervisor at the national headquarters of the Cystic Fibrosis Foundation in Bethesda, MD. In that role, Theresa managed grant accounts, maintained the donation database, prepared monthly reconciling schedules and audit schedules, and supervised on a wide range of accounting tasks related to reconciliations and customer service in the Cash Receipts Department.

Before pursuing accounting roles in philanthropic foundations, Theresa was also a Staff and Senior Auditor for over 5 years at two Maryland-based audit firms. Her varied experience gives her the background and compassion needed to understand and identify with the challenges facing mission-driven individuals and organizations.

Theresa earned a Bachelor of Science in Accounting from Le Moyne College in Syracuse, New York.

Vireak Chheng - Director of Data and Technology

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

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

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

As the accountability landscape becomes more demanding, charter schools must demonstrate their student information and achievement in more sophisticated ways. A key part of Vireak's

work with Charter Impact is focused on guiding clients to make data-informed decisions to impact and highlight the success of their schools and students. Vireak is passionate about ensuring that all students have an opportunity to experience high-quality education and is thrilled to use his expertise to continue serving the charter community.

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

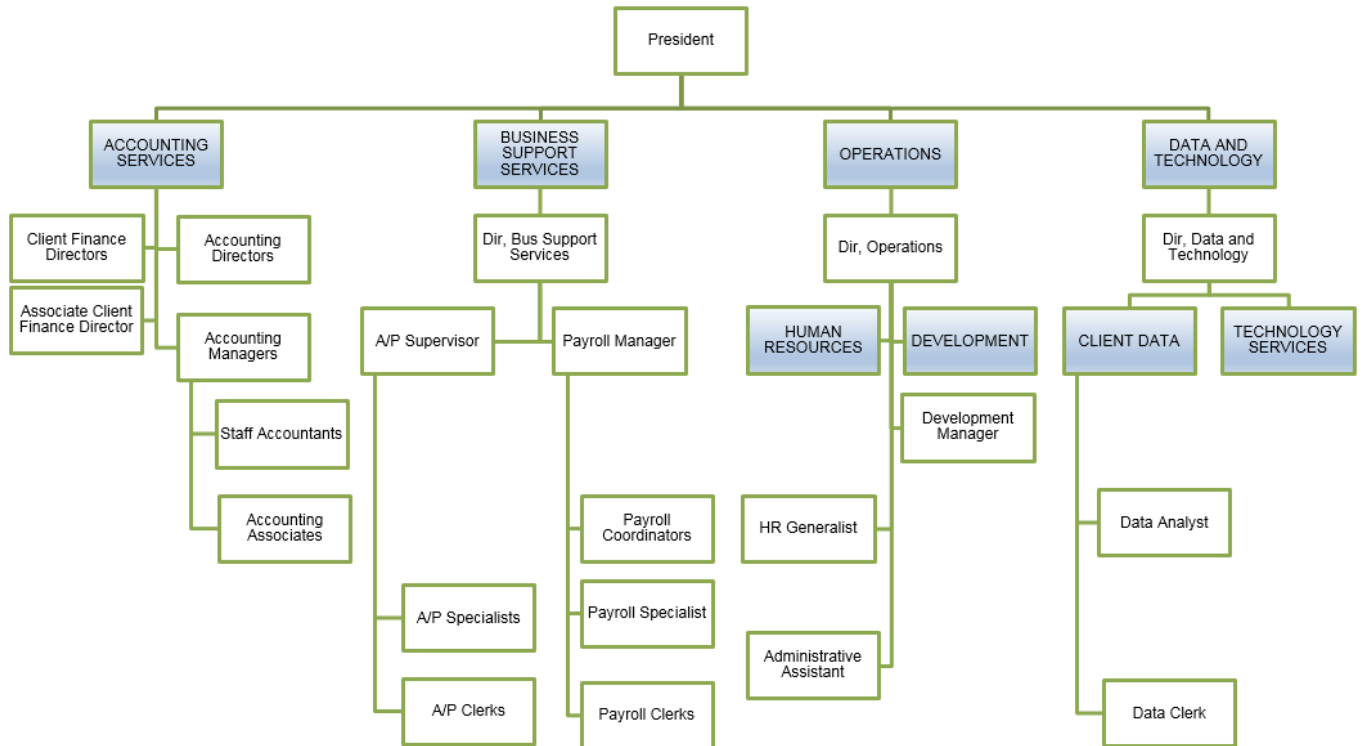
Maylen Naranjo, M.B.A. – Director of Business Support Services

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

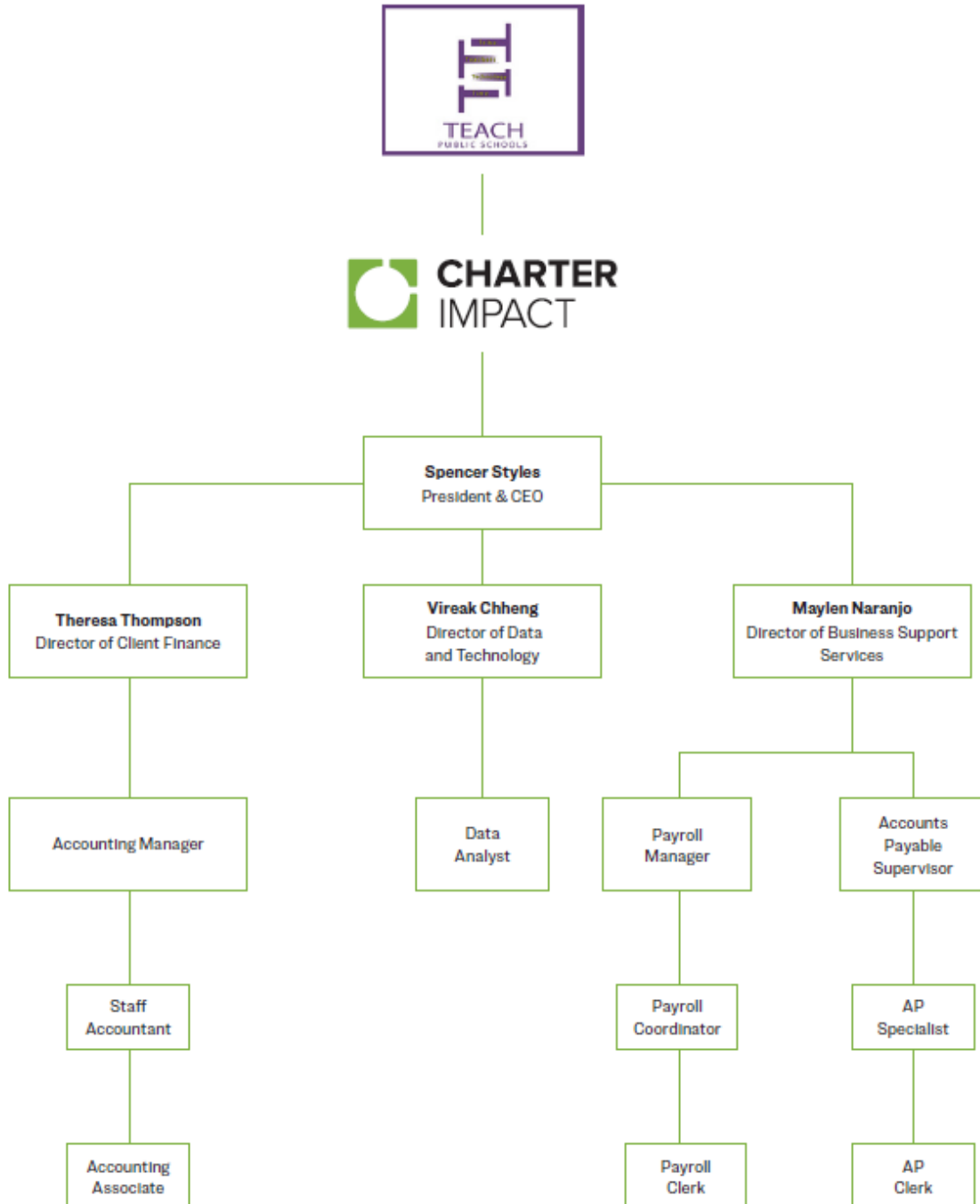
After her time at PUC, Maylen joined the team at a financial management services provider specializing in charter schools, where she played a leading role in managing both client services and personnel. She continues that work here at Charter Impact today, where she oversees and implements efficient operational systems, processes and policies in support of our growing company's mission and our expanding team. She is passionate about providing excellent service and personalized support to the great organizations we serve and is confident that the work we do helps these schools offer the best possible education to underserved students.

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

Charter Impact Organizational Structure



School's Proposed Support Team



Job Descriptions

Please see pages that follow for job descriptions for the below positions:

- Director of Client Finance
- Director of Business Support Services
- Accounting Manager
- Accounts Payable Supervisor
- Payroll Manager



JOB TITLE: Director of Client Finance
FLSA: Exempt
HOURS: Full Time
REPORTS TO: CEO

POSITION SUMMARY:

The Director of Client Finance is responsible for overseeing Charter Impact's service delivery, as well as acting as an outsourced CFO on behalf of our clients. He/She will oversee all finance, accounting and compliance reporting for assigned clients by working with the Charter Impact accounting, accounts payable and payroll/HR staff, ensuring accuracy and timeliness of financial information. This position is highly visible to Charter Impact clients and therefore, an upbeat personality and customer-service oriented sense of professionalism is a must.

ESSENTIAL JOB FUNCTIONS:

- Supervises financial and accounting services and provides direction in financial statement preparation, accounts payable, accounts receivable, expense tracking by grant, grant reporting – for both governmental and private grants, and ad hoc reporting as requested
- Reviews all financial statements as prepared by the accounting department to ensure compliance with GAAP
- Prepares annual budgets and monthly forecasts for clients while providing valuable insight as to their financial condition
- Oversees the annual financial and governmental A-133 audits – which would include work paper preparation, liaison with auditors and understanding of the governmental programs
- Oversees and ensures the accuracy and timeliness of all compliance reporting
- Serves as a fiscal liaison to Authorizers, Counties, State and Federal Agencies
- Provides training to client staff to ensure internal controls are properly implemented and followed
- Works with organizational leaders and other executives to ensure financial information is properly communicated
- Exceeds clients' expectations both in terms of quality and accuracy of information at all times
- Develops and maintains long-term relationships with client leadership and staff
- Maintains up to date knowledge of the charter industry and related funding through regular professional development
- Mentors staff to ensure continued professional growth within the firm

QUALIFICATIONS:

Generally, any combination of education that would provide the required knowledge and skills for successful performance would qualify. A typical method of demonstrating these requirements would be:

EDUCATION:

- Bachelor's degree in accounting or finance is required.
- Master's degree in Finance or Accounting is highly desired.

EXPERIENCE:

- 7 years of experience, a portion of which includes oversight and development of staff is required.
- Experience in a professional service firm, such as a CPA firm is a plus.
- Experience in charter school finance and operations is a plus.
- Non-profit accounting experience is a plus.

CERTIFICATION: Certified Public Accountant is highly desired, but not required.

SKILLS:

- Maintain, encourage and participate in a close and highly collaborative team environment with clients and Charter Impact staff.
- Exceptional customer service skills.
- Strong written and verbal communication skills.
- High organizational skills with attention to detail.
- Self-starter - able to prioritize and multi-task without daily direct supervision.
- Computer skills and proficiency in Microsoft Office, particularly MS Excel.
- Knowledge of Abila/Sage Non-Profit Accounting and Paychex/ADP software.

JOB TITLE: Director of Business Support Services
FLSA: Exempt
HOURS: Full Time
REPORTS TO: CEO

POSITION SUMMARY:

The Director of Business Support Services is primarily responsible for creating a dynamic and robust payroll/HR division within Charter Impact. Our clients endure a variety of compliance issues and human regulations on a regular basis and are in need of an expert team to help them navigate these areas. The Director will draw upon their extensive experience and technical knowledge to create that team of experts to grow into a full management service line.

This position is highly visible to Charter Impact clients. An upbeat personality and customer-service oriented sense of professionalism is a must. This position also requires a high degree of self-motivation and management as the Director will have the opportunity to operate the Payroll/AP function with a high degree of autonomy.

Charter Impact is committed to a team environment where all members work together to achieve common goals. As a true leader of the company, the Director is expected to exude this team building mentality and lead by example. While overseeing the Payroll/AP functions, the Director will also be involved in cross-training staff and providing insight and support to all areas of the company.

ESSENTIAL JOB FUNCTIONS:

- Oversees all client payroll and human resources. These services include:
 - Setting up new clients and transitioning their payroll into Charter Impact
 - Keeping every client is in compliance with taxing agencies in each State in which they employ personnel
 - Training clients as to payroll policies and procedures
 - Ensuring all new client employees are added to the payroll system and necessary documents are received
 - Processing regular and special payroll runs
 - Recording payroll journal entries in the accounting system
 - Reporting necessary information to clients retirement agencies as necessary
- Manages Payroll/AP teams to ensure timely completion of aforementioned services.
- Creates an in-house solution for processing payroll to increase Charter Impact control over the process and increase internal efficiency.
- Participates in the annual financial and governmental A-133 audits – which would include work paper preparation, liaison with auditors and understanding of the governmental programs for all items related to payroll and human resources.
- Serves as a liaison to various charter authorizers, counties, State and Federal Agencies for all payroll and AP issues.
- Provides training to client staff to ensure internal controls are properly implemented and followed.
- Works with school leaders and other executives to ensure payroll and HR information is properly communicated.
- Exceeds clients' expectations both in terms of quality and accuracy of information at all times.
- Develops and maintains long-term relationships with client leadership and staff.
- Manages staff to ensure efficiency, compliance and proper internal controls.
- Mentors staff to ensure continued professional growth within the company.
- Continuous examination of existing processes in search of new ways to improve efficiency and client service.
- Helps ensure that Charter Impact's internal policies are in compliance with regulations.
- Works directly with the CEO to:

- Research new service lines to be offered to existing and new clients such as human resources, in-house payroll, AP, consulting, etc.
- Research expansion opportunities and determine viability.
- Continuously re-evaluate Charter Impact's internal benefits offered to employees, ensuring the company is the absolute best place to work.

QUALIFICATIONS:

Generally, any combination of education that would provide the required knowledge and skills for successful performance would qualify. A typical method of demonstrating these requirements would be:

EDUCATION: Bachelor's degree in accounting or a business management related field. Master's Degree in Finance or Accounting is a plus.

LICENSE(S): Certified Public Accountant, or Payroll or Financial related licenses are a plus

EXPERIENCE: 5 years of managerial experience, including oversight of staff

KNOWLEDGE OF:

- Non-profit accounting experience
- Exceptional customer service skills
- Strong written and verbal communication skills
- High organizational skills with attention to detail
- Self-starter - able to prioritize and multi-task without daily direct supervision
- Computer skills and proficiency in Microsoft Office, particularly MS Excel
- Abila/Sage Non-Profit Accounting and Paychex/ADP software
- Purposes, methods, and practices of financial and accounting record keeping
- Proper and effective use of English grammar and communication skills (oral and written)

Candidates must also have the ability to:

- Maintain, encourage and participate in a close and highly collaborative team environment with clients and Charter Impact staff
- Adapt quickly to change
- Manage multiple tasks and client needs while maintaining a positive attitude
- Learn the appropriate rules, regulations and technical procedures specifically related to processing payroll and AP functions for non-profit organizations and charter schools
- Understand and carry out directions in an independent manner
- Perform arithmetic calculations accurately and rapidly
- Identify and correct errors in mathematical computations

Experience with the following is a plus:

- Any third-party payroll database experience, such as ADP, Paychex, Intuit.



JOB TITLE: Accounting Manager
FLSA: Exempt
HOURS: Full Time
REPORTS TO: Managing Director, Accounting Services

POSITION SUMMARY:

The Accounting Manager is responsible for leading a team of accountants in all aspects of transaction processing and financial reporting for our clients. They will oversee all accounting and compliance reporting for assigned clients by working with Charter Impact accounting, accounts payable and payroll staff, ensuring accuracy and timeliness of financial information. This position is highly visible to Charter Impact clients and therefore, an upbeat personality and customer-service oriented sense of professionalism is a must.

ESSENTIAL JOB FUNCTIONS:

- Supervises financial and accounting services and provides direction in financial statement preparation, accounts payable, accounts receivable, expense tracking by grant, grant reporting – for both governmental and private grants, and ad hoc reporting as requested
- Reviews all financial statements as prepared by the accounting department to ensure compliance with GAAP
- Assists the Director of Accounting services in the preparation of annual budgets and monthly forecasts for clients
- Oversees the annual financial and governmental A-133 audits – which would include work paper preparation, liaison with auditors and understanding of the governmental programs
- Oversees and ensures the accuracy and timeliness of all compliance reporting
- Provides training to client staff to ensure internal controls are properly implemented and followed
- Works with the Managing Director of Accounting Services and Directors of Accounting Services to ensure financial information is properly communicated to clients
- Exceeds clients' expectations both in terms of quality and accuracy of information at all times
- Develops and maintains long-term relationships with client leadership and staff
- Maintains up to date knowledge of the charter and non-profit industry and related funding through regular professional development
- Mentors staff to ensure continued professional growth within the firm

QUALIFICATIONS:

Generally, any combination of education that would provide the required knowledge and skills for successful performance would qualify. A typical method of demonstrating these requirements would be:

EDUCATION: Bachelor's degree in accounting. Master's degree in Finance or Accounting is a plus.

LICENSE(S): Certified Public Accountant is a plus

EXPERIENCE: 4 years of experience, a portion of which includes oversight and development of staff.

KNOWLEDGE OF:

- Purposes, methods, and practices of financial and accounting record keeping
- Accrual accounting principles and procedures
- Computer skills and proficiency in Microsoft Office, particularly MS Excel
- Proper and effective use of English grammar and communication skills (oral and written)

Candidates must also have the ability to:

- Exceptional customer service skills
- Self-starter - able to prioritize and multi-task without daily direct supervision



- Maintain, encourage and participate in a close and highly collaborative team environment with clients and Charter Impact staff
- Adapt quickly to change
- Learn the appropriate rules, regulations and technical procedures specifically related to non-profit organizations and charter schools
- Prepare and review a variety of accurate financial reports and summaries
- Identify and correct errors in mathematical computations and financial documents

Experience with the following is a plus:

- Experience in a professional service firm, such as a CPA firm is a plus
- Experience in charter school finance and operations
- Non-profit accounting experience
- High organizational skills with attention to detail
- Knowledge of Abila/Sage Non-Profit Accounting and Paychex/ADP software



JOB TITLE: Accounts Payable Supervisor
FLSA: Exempt
HOURS: Full Time
REPORTS TO: Director of Business Support Services

POSITION SUMMARY:

The Accounts Payable Supervisor is responsible for overseeing a team of accounts payable professionals, in all aspects of invoice processing, vendor maintenance and related reporting for our clients. The Supervisor ensures timely payments of vendor invoices and expense vouchers and maintains accurate records and control reports. He/She must be able to rely on extensive strategic experience and judgment to plan and accomplish goals with a wide degree of creativity and latitude. This position is highly visible to Charter Impact clients and therefore, an upbeat personality and customer-service oriented sense of professionalism is a must.

ESSENTIAL JOB FUNCTIONS:

- Manages all staff related issues, such as hires, position and compensation changes, discipline, reviews, and terminations.
- Responsible for mentoring, team building and training staff to ensure cross-training and continued professional growth and development within the firm.
- In collaboration with the Director of Business Support Services, proactively identifies areas in need of improvement to increase overall department capacity by developing, implementing and maintaining AP systems, procedures and policies.
- Collaborates with the Director of Business Support Services to ensure AP information is properly communicated and to build long-term client and internal relationships.
- Provides initial and ongoing client training according to established procedures and communication protocols related to AP.
- Responsible for full-cycle payables, including purchase orders, invoices, and payments.
- Responsible for overseeing vendor maintenance, 1099 reporting, use-tax reporting and other tax matters related to purchases.
- Audits control reports, AP aging, check registers for all clients' AP disbursements. This is a spot check of the AP Specialists' review work.
- Assigns and reviews ad hoc reports as requested/needed by clients.
- Works with AP Specialists and the Accounting team on general ledger issues related to recording expenses & liabilities.
- Maintains up to date knowledge of the charter and non-profit industry and related funding through regular professional development.

QUALIFICATIONS:

Generally, any combination of education that would provide the required knowledge and skills for successful performance would qualify. A typical method of demonstrating these requirements would be:

EDUCATION: Bachelor's degree in accounting or related field is a plus or equivalent work-related experience in Accounts Payable.

EXPERIENCE: 4 years of experience, a portion of which includes oversight and development of staff.

KNOWLEDGE OF:

- Abila Non-Profit Accounting (formerly Sage MIP)
- Purposes, methods, and practices of financial and accounting record keeping
- Basic accrual accounting principles and procedures
- Advanced Microsoft Office (Word, Excel, Outlook) skills, especially with Excel
- Proper and effective use of English grammar and communication skills (oral and written)

Candidates must also have the ability to:

- Provide and train staff in exceptional customer service skills
- Provide high level of organizational skills with attention to detail
- Maintain, encourage and participate in a close and highly collaborative team environment with clients and Charter Impact staff
- Adapt quickly to change
- Learn the appropriate rules, regulations and technical procedures specifically related to AP processing for non-profit organizations and charter schools
- Self-starter - able to prioritize and multi-task without daily direct supervision
- Perform arithmetic calculations accurately and rapidly
- Familiar with a variety of accurate financial reports and summaries
- Identify and correct errors in mathematical computations and other data entry and invoice errors

Experience with the following is a plus:

- Experience in charter schools and/or non-profit accounts payable experience



JOB TITLE: Payroll Manager
FLSA: Exempt
HOURS: Full Time
REPORTS TO: Director of Business Support Services

POSITION SUMMARY:

This position is responsible for overseeing a team of payroll professionals, including Clerks, Specialists, Coordinators, and Administrators, as well as overseeing all payroll-related functions for Charter Impact's clients. As the head of the payroll team, this position is responsible for designing and implementing payroll and HR related processes and procedures, providing training to payroll staff and client staff and ensuring consistent and accurate payroll processing, tax payments, & time off tracking.

This position is also responsible for preparing payments of payroll liabilities including retirement contributions such as STRS, PERS, 403b, and other employee withholdings such as garnishments, on a monthly basis.

ESSENTIAL JOB FUNCTIONS:

- Manage all staff related issues, such as hires, position and compensation changes, discipline, reviews, development, and terminations.
- Trains Client staff on Charter Impact payroll procedures and builds and maintains strong Client relationships.
- Works closely with Charter Impact Leadership Team and Payroll staff to develop and improve internal operations in a collaborative and friendly environment.
- Maintains payroll information by designing systems; directing the collection, calculation, and entering of data.
- Updates payroll records by reviewing and approving changes in exemptions, insurance coverage, savings deductions, job titles, and department/division transfers.
- Pays Clients' employees by directing the production and issuance of paychecks or electronic transfers to bank accounts.
- Prepares reports by compiling summaries of earnings, taxes, deductions, leave, disability, and nontaxable wages.
- Determines payroll liabilities by approving the calculation of employee federal and state income and social security taxes, and employer's social security, unemployment, and workers compensation payments, processes payroll tax payments.
- Balances payroll accounts by resolving any payroll discrepancies.
- Provides payroll information by answering requests from both Clients and Charter Impact Accounting Directors.
- Complies with federal, state, and local legal requirements by studying existing and new legislation, advising management on actions needed, writing and updating policies and procedures, and enforcing adherence to requirements.
- Maintains clients' confidence and protects payroll operations by keeping information confidential.
- Maintains payroll staff by recruiting, selecting, orienting, training, scheduling and assigning all Payroll employees.
- Manages and maintains staff quality and operational efficiency by planning, monitoring, and appraising work results, and counseling and disciplining employees as needed.
- Maintains professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing and maintaining professional networks; and participating in professional societies.

QUALIFICATIONS:

Generally, any combination of education that would provide the required knowledge and skills for successful performance would qualify. A typical method of demonstrating these requirements would be:

EDUCATION: Bachelor's degree in business administration, accounting, public administration or a related field from an accredited college or university.

EXPERIENCE: 4 years of payroll experience, a portion of which includes oversight and development of staff

KNOWLEDGE OF:

- Work well both independently AND as a leader within a team environment
- Excellent communication skills, both written and oral, to maintain strong relationships with both clients and internal staff.
- Outstanding service-orientation because our firm's strength and reputation is based on truly exceptional customer service
- Advanced computer skills: comfort and proficiency with Microsoft Office, especially Excel.
- Purposes, methods, and practices of payroll record keeping
- Basic accrual accounting principles and procedures
- Intermediate Microsoft Office (Word, Excel, Outlook) skills. Advanced skills are a plus.
- Proper and effective use of English grammar and communication skills (oral and written)

Candidates must also have the ability to:

- Maintain, encourage and participate in a close and highly collaborative team environment with clients and Charter Impact staff
- Be comfortable with heavy volume of work in a quality-focused, deadline-driven environment
- Adapt quickly to change
- Attention to detail and accuracy
- Learn the appropriate rules, regulations and technical procedures specifically related to processing payroll for non-profit organizations and charter schools
- Understand, delegate and carry out directions in an independent manner.
- Perform arithmetic calculations accurately and rapidly
- Identify and correct errors in mathematical computations

Experience with the following is a plus:

- Knowledge of payroll processing for schools and/or third-party payroll database experience, such as ADP, Paychex.
- Abila Non-Profit Accounting (formerly Sage MIP)

Appendix C: Sample Financial Presentation

Please see pages that follow.



SAMPLE Charter School

Monthly Financial Presentation –April 2018



April Highlights

- SAMPLE remains financially stable with substantial projected surplus, positive cash balance and positive net asset balance forecasted @ year-end.
- P2 reports submitted to CDE- P2 ADA @1555.13 down by 14.34 from P-1 ADA @ 1569.47

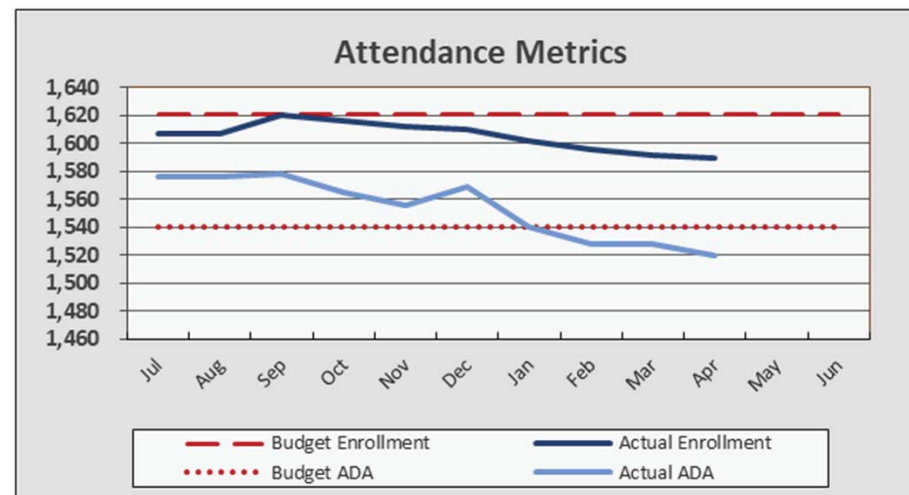


Attendance Data and Metrics

Enrollment and Per Pupil Data

Enrollment & Per Pupil Data			
	Avg-YTD	Forecast @ P2	Budget
Average Enrollment	1605	1612	1621
ADA	1553	1555	1540
Attendance Rate	96.7%	96.5%	95.0%
Unduplicated %	81.0%	81.0%	81.0%
Revenue per ADA		\$13,627	\$12,672
Expenses per ADA		\$12,183	\$11,967

Attendance Metrics



Revenue



Revenue

	Year-to-Date		
	Actual	Budget	Fav/ (UnFav)
State Aid-Rev Limit	\$ 11,305,547	\$ 11,226,194	\$ 79,353
Federal Revenue	1,167,770	724,109	443,661
Other State Revenue	1,931,897	1,349,471	582,427
Other Local Revenue	248,633	209,824	38,810
Total Revenue	\$ 14,653,847	\$ 13,509,597	\$ 1,144,250

	Annual		
	Forecast @6/30/2018	Budget	Fav/ (UnFav)
State Aid-Rev Limit	\$ 16,084,732	\$ 15,791,793	\$ 292,939
Federal Revenue	1,441,385	1,125,157	316,229
Other State Revenue	3,400,535	2,356,572	1,043,964
Other Local Revenue	265,133	241,062	24,071
Total Revenue	\$ 21,191,786	\$ 19,514,583	\$ 1,677,203

- State Aid-Rev increase of \$292K as a result of increase of 15 in ADA; increase in gap closure rate from 43.19% to 44.97%
- Federal Revenue increase mainly due to increased nutrition participation (\$66K impact) and an increase Title I and II apportionments (\$218K impact).
- Other State Revenue increase of \$1.04M and is mainly due to SB740 rate increase after budget approval from \$750 to \$1,117; One-Time Mandate increased from \$45 to \$147 per ADA, an increase of \$121K subsequent to budget approval, recognition of deferred Private Foundation funds of \$121K.



Expenses

	Year-to-Date			Annual		
	Actual	Budget	Fav/ (UnFav)	Forecast @6/30/2018	Budget	Fav/ (UnFav)
Expenses						
Certificated Salaries	\$ 4,866,895	\$ 4,675,922	\$ (190,973)	\$ 5,823,084	\$ 5,617,037	\$ (206,047)
Classified Salaries	2,081,146	2,034,558	(46,588)	2,535,560	2,449,669	(85,892)
Benefits	2,617,854	2,623,289	5,435	3,168,261	3,146,499	(21,762)
Books and Supplies	1,353,552	2,044,651	691,099	2,204,789	2,238,888	34,099
Subagreement Services	244,223	159,509	(84,714)	284,066	195,000	(89,066)
Professional Services	327,678	498,779	171,100	565,276	627,918	62,642
Facilities	2,598,947	2,601,129	2,182	3,150,476	3,121,355	(29,121)
Operations	755,527	742,940	(12,587)	889,842	880,328	(9,513)
Depreciation	264,757	126,978	(137,779)	323,869	152,374	(171,495)
Interest	837	-	(837)	1,337	-	(1,337)
Total Expenses	\$ 15,111,417	\$ 15,507,755	\$ 396,338	\$ 18,946,561	\$ 18,429,068	\$ (517,493)

Expenses (continued)

- Salaries & Benefits increase of \$313K is due to summer hours & new hires. Certificated Pupil increase of \$108K; Cert Admin increase of \$126K, Classified Instructional & Support combined decrease of \$111K while Other Classified and Office staff salaries increased \$197K.
- Books and Supplies increase of \$34K mainly due to food service increase of \$34K due to higher participation. Other actual expenditures line items in this cluster are below budget and are forecasted at max -there's an approx. combined \$715K that can be spent from May –June 2018 for student expenditures.
- Subagreement Services increase of \$89K is mainly due to transportation increase of \$57K as transportation cost for field trips were transferred from Special Activities and an increase of \$37K in Special Education.
- Professional services decrease of \$62K due to \$32K increase in general consulting fees for graphic design & installation and decrease in professional development of \$91K.
- Depreciation Expense increase of \$171K due to increase in fixed asset purchases, mainly laptops/computers, furniture&/fixtures, & transportation vehicles; see detail in attachments.

Fund Balance

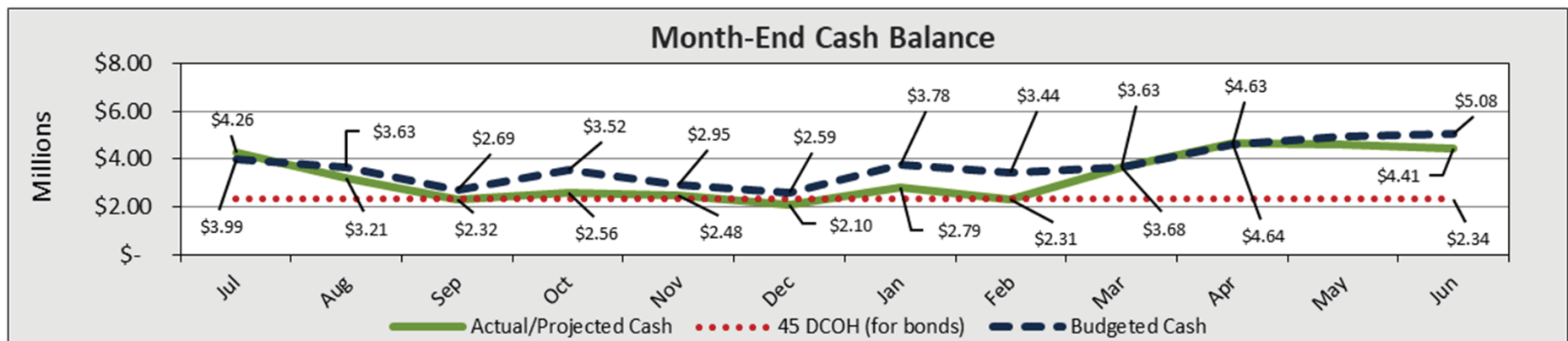
- The debt service coverage ratio is currently 1.64, bond requirement is 1.20.
- Fund balance is fairly liquid inclusive of projected cash of \$4.4M and \$1.90M of projected AR

	<i>Year-to-Date</i>			<i>Annual</i>		
	Actual	Budget	Fav/ (UnFav)	Forecast @6/30/2018	Budget	Fav/ (UnFav)
Total Surplus(Deficit)	\$ (457,570)	\$ (1,998,158)	\$ 1,540,588	\$ 2,245,225	\$ 1,085,515	\$ 1,159,710
Beginning Fund Balance	<u>7,650,147</u>	<u>7,650,147</u>		<u>7,650,147</u>	<u>7,650,147</u>	
Ending Fund Balance	<u>\$ 7,192,577</u>	<u>\$ 5,651,989</u>		<u>\$ 9,895,372</u>	<u>\$ 8,735,662</u>	
<i>As a % of Annual Expenses</i>	38.0%	30.7%		52.2%	47.4%	



Cash Balance

- Positive Cash Balance projected at year-end at \$4.41M/123-ADCOH well above the 45-DCOH bond requirement.



Questions & Discussion

Appendix follows, including:

- Monthly Cash Flow / Forecast 17/18
- Budget vs. Actual
- Statement of Financial Position
- AP Aging
- Monthly Check Register
- 60-Day Compliance Calendar

SAMPLE Charter School

Monthly Cash Flow/Forecast FY17-18

Revised 5/19/18

ADA = 1555.13



	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Year-End Accruals	Annual Forecast	Original Budget Total	Favorable / (Unfav.)
ADA = 1540.00																
Revenues																
State Aid - Revenue Limit																
8011 LCFF State Aid	-	498,255	498,255	1,235,053	896,859	896,859	1,061,385	896,859	1,427,620	1,427,620	1,427,619	1,427,619	1,283,019	12,977,022	12,911,904	65,118
8012 Education Protection Account	-	-	-	396,379	-	-	396,379	-	776,876	-	-	-	507,768	2,077,402	1,954,425	122,977
8019 State Aid - Prior Year	-	(6,239)	-	-	-	-	-	115,676	(19,178)	103,981	(28,267)	(28,267)	(28,267)	109,438	-	109,438
8096 In Lieu of Property Taxes	-	-	-	-	-	-	-	-	476,454	226,454	-	-	217,962	920,870	925,464	(4,594)
	-	492,016	498,255	1,631,432	896,859	896,859	1,457,764	1,012,535	2,661,772	1,758,055	1,399,352	1,399,352	1,980,482	16,084,732	15,791,793	292,939
Federal Revenue																
8181 Special Education - Entitlement	-	-	-	-	-	-	-	-	-	-	-	46,654	139,962	186,616	184,794	1,822
8220 Federal Child Nutrition	-	60,908	71,630	76,098	58,231	37,521	53,675	60,763	54,396	72,280	72,000	15,000	-	632,501	565,845	66,657
8290 Title I, Part A - Basic Low Income	-	-	113,830	-	-	412,645	-	-	-	-	-	-	-	526,475	369,993	156,482
8291 Title II, Part A - Teacher Quality	-	-	13,655	-	-	52,389	-	-	-	-	-	-	-	66,044	4,525	61,519
8296 Other Federal Revenue	-	7,040	-	115,398	2,397	(117,364)	3,526	870	11,848	1,348	-	-	-	25,062	-	25,062
8299 Prior Year Federal Revenue	-	-	-	4,688	-	-	-	-	-	-	-	-	-	4,688	-	4,688
	-	67,948	199,115	196,184	60,627	385,191	57,201	61,632	66,244	73,628	72,000	61,654	139,962	1,441,385	1,125,157	316,229
Other State Revenue																
8311 State Special Education	29,308	29,308	52,755	52,755	52,755	52,755	52,755	89,158	89,158	89,158	89,158	89,158	3,661	771,842	764,308	7,534
8520 Child Nutrition	-	4,894	5,868	6,324	4,786	3,088	4,401	5,026	4,501	5,982	5,982	2,500	-	53,352	52,025	1,327
8545 School Facilities (SB740)	-	-	-	-	-	453,539	-	-	-	226,769	-	-	1,056,772	1,737,080	1,154,963	582,118
8550 Mandated Cost	-	-	-	-	-	97,934	-	-	-	58,958	-	-	58,959	215,851	94,225	121,626
8560 State Lottery	-	-	520	-	-	-	68,919	-	-	62,033	-	-	162,448	293,920	291,051	2,869
8598 Prior Year Revenue	-	-	-	(9,579)	-	-	31,744	(1,158)	-	6	-	-	-	21,012	-	21,012
8599 Other State Revenue	-	8,082	-	-	-	121,175	-	729	-	177,492	-	-	-	307,478	-	307,478
	29,308	42,284	59,143	49,500	57,541	728,491	157,819	93,755	93,659	620,398	95,140	91,658	1,281,840	3,400,535	2,356,572	1,043,964
Other Local Revenue																
8634 Food Service Sales	173	5,968	5,772	6,780	4,196	6,780	3,388	4,907	6,137	6,007	6,000	3,000	-	59,108	59,018	90
8660 Interest Revenue	-	-	-	-	9	488	-	34	-	-	-	-	-	530	-	530
8689 Other Fees and Contracts	-	-	-	-	250	-	-	-	-	-	-	-	-	250	-	250
8698 ASB Fundraising	12,439	4,373	16,337	17,715	-	28,167	9,610	23,866	23,876	19,137	5,000	-	-	160,520	134,188	26,331
8699 School Fundraising	-	3,148	2,242	920	2,648	3,534	3,495	3,887	11,406	5,597	2,500	-	-	39,375	47,855	(8,480)
8980 Contributions, Unrestricted	350	-	-	5,000	-	-	-	-	-	-	-	-	-	5,350	-	5,350
	12,963	13,489	24,351	30,415	7,102	38,969	16,494	32,693	41,419	30,740	13,500	3,000	-	265,133	241,062	24,071
Total Revenue	42,271	615,737	780,863	1,907,531	1,022,129	2,049,510	1,689,277	1,200,615	2,863,093	2,482,821	1,579,992	1,555,664	3,402,284	21,191,786	19,514,583	1,677,203
Expenses																
Certificated Salaries																
1100 Teachers' Salaries	343,991	434,523	346,234	337,613	335,107	338,719	318,859	331,020	342,950	340,765	341,975	341,975	-	4,153,730	4,216,861	63,131
1170 Teachers' Substitute Hours	1,317	12,293	18,038	25,503	25,878	10,770	23,450	24,270	32,321	25,842	24,303	24,303	-	248,290	217,337	(30,953)
1175 Teachers' Extra Duty/Stipends	-	7,700	9,988	10,280	9,955	10,528	12,280	8,806	8,543	9,993	9,895	9,895	-	107,862	108,846	985
1200 Pupil Support Salaries	37,365	54,652	46,623	46,255	46,828	44,303	44,763	39,521	38,755	42,249	45,966	45,966	-	533,244	424,511	(108,733)
1300 Administrators' Salaries	65,930	73,377	65,811	65,757	65,846	65,846	65,696	65,696	65,696	64,132	55,956	55,956	-	775,697	649,482	(126,214)
1900 Other Certificated Salaries	-	-	-	-	-	-	173	539	696	2,855	-	-	-	4,262	-	(4,262)
	448,603	582,545	486,693	485,407	483,613	470,166	465,221	469,851	488,960	485,836	478,095	478,095	-	5,823,084	5,617,037	(206,047)
Classified Salaries																
2100 Instructional Salaries	6,382	33,197	39,091	40,395	32,093	23,505	32,921	41,252	38,111	31,019	35,995	35,995	-	389,957	450,949	60,993
2200 Support Salaries	27,978	40,782	36,716	37,514	38,230	34,872	39,025	36,444	40,702	41,349	40,000	40,000	-	453,613	504,184	50,571
2400 Clerical and Office Staff Salaries	58,850	80,849	70,865	74,680	75,201	70,737	82,107	74,634	78,604	78,976	78,030	78,030	-	901,564	871,363	(30,201)
2900 Other Classified Salaries	34,752	68,299	65,931	65,812	64,537	58,165	67,138	67,701	78,382	73,347	73,181	73,181	-	790,427	623,172	(167,255)
	127,961	223,126	212,603	218,400	210,061	187,280	221,192	220,031	235,800	224,691	227,207	227,207	-	2,535,560	2,449,669	(85,892)

SAMPLE Charter School

Monthly Cash Flow/Forecast FY17-18

Revised 5/19/18



ADA = 1555.13

	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Year-End Accruals	Annual Forecast	Original Budget Total	Favorable / (Unfav.)
Benefits																
3101 STRS	64,221	82,469	68,600	31,642	80,113	66,994	62,644	68,641	69,115	74,852	67,566	67,566	-	804,422	810,538	6,116
3301 OASDI	7,969	11,803	13,423	13,735	13,330	11,751	13,788	13,776	14,429	15,442	14,948	14,948	-	159,340	151,879	(7,461)
3311 Medicare	8,348	11,670	10,127	10,162	10,015	9,489	9,909	9,959	10,465	10,259	10,269	10,269	-	120,941	116,967	(3,974)
3401 Health and Welfare	137,137	160,599	152,913	162,521	160,421	159,162	164,770	150,448	168,056	168,414	167,000	167,000	-	1,918,441	1,914,000	(4,441)
3501 State Unemployment	288	717	300	349	449	327	342	343	291	354	2,015	2,015	-	7,791	40,180	32,389
3601 Workers' Compensation	10,763	10,763	10,763	10,763	10,763	10,763	8,634	8,634	18,412	12,472	10,905	10,905	-	134,540	112,934	(21,606)
3901 Other Benefits	2,125	2,972	1,820	2,260	1,275	1,124	1,254	1,426	1,780	1,750	2,500	2,500	-	22,786	-	(22,786)
	230,851	280,993	257,945	231,431	276,365	259,610	261,341	253,228	282,548	283,542	275,203	275,203	-	3,168,261	3,146,499	(21,762)
Books and Supplies																
4100 Textbooks and Core Materials	14,316	14,398	-	-	-	-	-	-	-	482	85,402	85,402	-	200,000	200,000	(0)
4200 Books and Reference Materials	5,639	15,005	2,422	8,600	799	4,468	7,983	1,740	725	725	38,446	38,446	-	124,999	125,000	1
4302 School Supplies	16,295	4,766	9,758	17,615	20,692	32,410	(24,624)	3,521	3,365	33,526	41,338	41,338	-	200,000	200,000	0
4303 Special Activities/Field Trips	-	6,463	(651)	10,732	12,461	14,203	9,912	8,372	18,726	(36,594)	23,261	23,261	-	90,145	150,000	59,856
4304 Uniforms	-	-	5,264	875	987	2,048	6,522	3,685	4,658	4,010	5,000	5,000	-	33,050	25,000	(8,050)
4305 Software	12,303	7,645	17,033	5,670	4,098	7,119	4,411	7,139	7,513	7,569	7,500	7,500	-	95,499	112,000	16,501
4400 Noncapitalized Equipment	40,938	224,550	31,303	43,233	64,237	17,593	8,883	10,305	3,105	(13,041)	159,448	159,448	-	750,000	750,000	(0)
4700 Food Services	-	50	64,611	148,776	84,744	60,251	41,304	55,330	64,654	55,929	67,724	67,724	-	711,097	676,888	(34,209)
	89,492	272,876	129,740	235,502	188,017	138,090	54,391	90,092	102,746	52,606	428,119	423,119	-	2,204,789	2,238,888	34,099
Subagreement Services																
5101 Nursing	-	-	-	-	-	8,464	-	-	700	-	-	-	-	9,164	-	(9,164)
5102 Special Education	-	-	-	-	-	94,555	32,973	1,375	7,364	21,184	15,000	10,000	-	182,451	145,000	(37,451)
5104 Transportation	-	556	279	754	652	1,257	579	1,186	902	49,782	5,000	5,000	-	65,946	8,000	(57,946)
5105 Security	-	1,739	2,221	4,377	2,221	2,221	2,221	2,221	2,221	2,221	2,221	2,221	-	26,105	40,000	13,895
5106 Other Educational Consultants	-	-	-	-	-	-	-	-	-	-	200	200	-	400	2,000	1,600
	-	2,294	2,500	5,131	2,873	106,496	35,773	4,782	11,186	73,187	22,421	17,421	-	284,066	195,000	(89,066)
Professional/Consulting Services																
5801 IT	4,200	-	23,254	(23,254)	-	-	-	-	-	-	1,000	1,000	-	6,201	25,000	18,799
5802 Audit & Taxes	-	-	5,113	-	10,500	-	5,120	-	-	-	-	-	-	20,733	14,000	(6,733)
5803 Legal	-	3,077	-	3,641	8,225	1,774	8,484	4,921	575	268	2,000	2,000	-	34,965	25,000	(9,965)
5804 Professional Development	11,339	9,112	4,288	17,045	3,504	1,164	6,272	490	2,106	8,475	10,000	10,000	-	83,795	175,000	91,205
5805 General Consulting	-	28,350	1,000	1,000	2,068	2,000	1,000	8,244	8,950	(5,080)	8,500	8,500	-	64,531	32,000	(32,531)
5810 Payroll Service Fee	45	1,235	2,356	634	1,271	2,336	442	3,402	1,188	668	2,000	2,000	-	17,575	24,000	6,426
5811 Management Fee	13,917	13,917	13,917	13,917	13,917	13,917	13,917	15,042	13,917	13,917	14,000	14,000	-	168,295	168,000	(295)
5812 District Oversight Fee	-	-	-	-	-	-	-	-	-	-	13,994	13,994	132,860	160,847	157,918	(2,929)
5813 County Fees	-	-	-	-	2,944	-	-	3,642	-	-	-	-	1,750	8,336	7,000	(1,336)
	29,501	55,690	49,927	12,983	42,428	21,190	35,235	35,740	26,736	18,248	51,494	51,494	134,610	565,276	627,918	62,642
Facilities, Repairs and Other Leases																
5601 Rent	236,988	236,988	236,988	236,988	236,988	236,988	236,988	236,988	236,988	236,988	236,988	236,988	-	2,843,851	2,843,855	4
5602 Additional Rent	10,150	10,555	11,033	10,555	10,555	3,682	10,855	10,555	16,055	10,555	10,000	10,000	-	124,550	120,000	(4,550)
5603 Equipment Leases	1,748	-	8,245	4,062	3,979	682	3,344	2,851	3,570	4,200	3,333	3,333	-	39,347	40,000	653
5604 Other Leases	420	-	478	421	1,492	421	843	421	421	421	421	421	-	6,181	-	(6,181)
5605 Real/Personal Property Taxes	-	-	-	-	-	38,795	-	-	-	-	38,795	-	-	77,590	50,000	(27,590)
5610 Repairs and Maintenance	1,550	7,498	6,161	4,327	4,527	2,676	7,377	6,683	4,778	2,129	5,625	5,625	-	58,956	67,500	8,544
	250,856	255,040	262,905	256,353	257,541	283,244	259,407	257,498	261,812	254,293	295,162	256,367	-	3,150,476	3,121,355	(29,121)

SAMPLE Charter School

Monthly Cash Flow/Forecast FY17-18

Revised 5/19/18



ADA = 1555.13

	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Year-End Accruals	Annual Forecast	Original Budget Total	Favorable / (Unfav.)
Operations and Housekeeping																
5201 Auto and Travel	10,124	1,669	2,975	306	8,834	14,139	16,907	5,593	4,162	10,973	5,500	5,500	-	86,682	70,000	(16,682)
5203 Business Meals	217	688	652	451	2,003	920	893	1,367	610	1,785	1,500	1,500	-	12,585	10,000	(2,585)
5300 Dues & Memberships	1,030	5,335	265	4,494	1,168	91	3,209	984	2,041	2,083	2,500	2,500	-	25,700	30,000	4,300
5400 Insurance	27,340	27,340	(7,651)	10,144	10,832	11,884	23,574	(3,323)	10,107	10,107	10,107	10,107	-	140,567	140,000	(567)
5501 Utilities	14,056	14,056	42,430	23,849	5,778	11,423	11,430	11,161	12,921	12,250	15,000	15,000	-	189,356	232,140	42,784
5502 Janitorial/Trash Removal	-	18,133	6,836	10,512	4,893	2,674	2,149	4,727	10,717	7,605	8,000	8,000	-	84,245	40,000	(44,245)
5510 Office Expense	5,332	5,435	12,049	3,763	7,965	6,401	5,111	7,001	5,699	7,882	8,000	8,000	-	82,638	70,000	(12,638)
5511 Postage and Shipping	22	951	387	1,036	472	628	458	1,523	811	488	600	600	-	7,975	6,000	(1,975)
5512 Printing	425	1,878	-	754	219	-	-	-	683	359	650	650	-	5,618	6,500	882
5513 Other taxes and fees	3	874	2,059	1,637	4,226	159	1,393	2,577	8,006	696	700	700	-	23,030	25,000	1,970
5514 Bank Charges	-	-	(231)	-	(40)	145	65	-	(295)	1	100	100	-	(155)	2,500	2,655
5515 Public Relations/Recruitment	220	265	1,418	4,207	632	236	1,755	2,232	403	1,556	1,500	1,500	-	15,923	30,000	14,077
5516 Miscellaneous Expense	-	-	-	-	-	-	-	-	390	-	-	-	-	390	-	(390)
5520 Scholarship Expense	-	5,000	-	-	-	-	1,000	-	-	25,272	-	-	-	31,272	-	(31,272)
5530 School Fundraising Expense	-	2,275	345	1,499	449	-	-	-	6,706	493	1,500	1,500	-	14,767	37,000	22,233
5531 ASB Fundraising Expense	523	4,283	21,197	16,356	1,907	17,393	5,102	25,562	17,139	9,103	8,000	8,000	-	134,563	134,188	(375)
5900 Communications	5,054	3,655	3,282	(3,309)	150	3,340	4,087	4,068	3,795	3,564	3,500	3,500	-	34,686	47,000	12,314
	64,345	91,835	86,014	75,698	49,487	69,431	77,133	63,472	83,896	94,217	67,157	67,157	-	889,842	880,328	(9,513)
Depreciation																
6900 Depreciation Expense	13,795	20,179	20,318	37,590	27,779	27,474	29,556	29,195	29,289	29,581	29,556	29,556	-	323,869	152,374	(171,495)
	13,795	20,179	20,318	37,590	27,779	27,474	29,556	29,195	29,289	29,581	29,556	29,556	-	323,869	152,374	(171,495)
Interest																
7438 Interest Expense	-	-	43	313	457	-	-	-	25	-	250	250	-	1,337	-	(1,337)
	-	-	43	313	457	-	-	-	25	-	250	250	-	1,337	-	(1,337)
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	1,255,405	1,784,579	1,508,687	1,558,807	1,538,621	1,562,981	1,439,249	1,423,888	1,522,998	1,516,201	1,874,664	1,825,869	134,610	18,946,561	18,429,068	(517,493)
Monthly Surplus (Deficit)	(1,213,134)	(1,168,842)	(727,824)	348,724	(516,492)	486,529	250,028	(223,273)	1,340,095	966,619	(294,673)	(270,206)	3,267,674	2,245,225	1,085,515	1,159,710
														12%		
Cash Flow Adjustments																
Monthly Surplus (Deficit)	(1,213,134)	(1,168,842)	(727,824)	348,724	(516,492)	486,529	250,028	(223,273)	1,340,095	966,619	(294,673)	(270,206)	3,267,674	2,245,225		1.79
Cash flows from operating activities																Coverage - 1.20
Depreciation/Amortization	13,795	20,179	20,318	37,590	27,779	27,474	29,556	29,195	29,289	25,240	29,556	29,556	-	319,528		
Public Funding Receivables	1,559,715	217,170	(220,348)	178,054	14,481	(558,398)	645,762	(97,362)	69,378	(19,366)	167,420	-	(3,402,284)	(1,445,778)		
Grants and Contributions Rec.	738	-	75	-	-	11,854	-	-	-	-	-	-	-	12,667		
Prepaid Expenses	(381,205)	165,899	187,163	(185,430)	210,338	(40,889)	(22,481)	(4,234)	9,373	(790)	-	-	-	(62,257)		
Other Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Accounts Payable	(40,718)	(428)	(1,312)	1,118	23,709	(27,697)	50,389	(37,064)	(13,291)	416	-	-	134,610	89,730		
Accrued Expenses	(997,192)	76,713	(44,876)	93,607	235,249	(303,094)	69,210	(29,038)	(7,852)	11,815	-	-	-	(895,458)		
Deferred Revenue	-	-	-	(121,175)	-	-	-	-	-	-	-	-	-	(121,175)		
Other Liabilities	53,299	53,299	53,299	53,299	53,299	53,299	53,299	53,299	53,299	53,299	53,299	53,299	-	639,588		
Purchases of Prop. And Equip.	(12,510)	(406,619)	(157,369)	(162,733)	(135,830)	(30,173)	(381,475)	(170,620)	(116,503)	(67,680)	-	-	-	(1,641,511)		
Total Change in Cash	(1,017,212)	(1,042,630)	(890,873)	243,052	(87,468)	(381,096)	694,288	(479,096)	1,363,788	969,553	(44,398)	(187,351)				
Cash, Beginning of Month	5,272,309	4,255,097	3,212,467	2,321,594	2,564,646	2,477,179	2,096,083	2,790,371	2,311,275	3,675,063	4,644,616	4,600,218				
Cash, End of Month	4,255,097	3,212,467	2,321,594	2,564,646	2,477,179	2,096,083	2,790,371	2,311,275	3,675,063	4,644,616	4,600,218	4,412,867	123.17	ADCOH - 45		

SAMPLE Charter School

Budget vs. Actual Report

For the period ended April 30, 2018

4/30/2018

	Current Period Actual	Current Period Budget	Current Period Variance	Current Year Actual	YTD Budget	YTD Budget Variance	Total Budget
Revenue							
State Aid-Revenue Limit							
LCFF Revenue	\$ 1,427,620	\$ 1,252,856	\$ 174,764	\$ 8,838,765	\$ 9,153,337	\$ (314,572)	12,911,904
Education Protection Account	-	619,301	(619,301)	1,569,634	1,465,819	103,815	1,954,425
State Aid - PY	103,981	-	103,981	194,240	-	194,240	-
In Lieu of Property Taxes	226,454	318,426	(91,972)	702,908	607,038	95,870	925,464
Total State Aid-Revenue Limit	1,758,055	2,190,582	(432,527)	11,305,547	11,226,194	79,353	15,791,793
Federal Revenue							
Federal Special Education - IDEA	-	-	-	-	92,397	(92,397)	184,794
Federal Child Nutrition	72,280	53,755	18,525	545,501	350,824	194,678	565,845
Title I, Part A - Basic Low Income	-	-	-	526,475	277,495	248,980	369,993
Title II, Part A - Teacher Quality	-	-	-	66,044	3,394	62,650	4,525
Other Federal Revenue	1,348	-	1,348	25,062	-	25,062	-
Federal - Prior Year Adjustments	-	-	-	4,688	-	4,688	-
Total Federal Revenue	73,628	53,755	19,873	1,167,770	724,109	443,661	1,125,157
Other State Revenue							
State Special Education - AB602	89,158	87,314	1,844	589,865	589,680	185	764,308
State - Child Nutrition	5,982	4,942	1,040	44,870	32,256	12,615	52,025
State - School Facilities Apportionment	226,769	-	226,769	680,308	577,481	102,827	1,154,963
Mandated Cost Reimbursement	58,958	-	58,958	156,892	36,596	120,296	94,225
State - State Lottery	62,033	56,729	5,304	130,952	113,458	17,494	291,051
State - Prior Year Revenue	6	-	6	21,532	-	21,532	-
State - Other State Revenue	177,492	-	177,492	307,478	-	307,478	-
Total Other State Revenue	620,398	148,985	471,412	1,931,897	1,349,471	582,427	2,356,572
Local Revenue							
Food Service Sales	5,137	5,607	(470)	44,564	47,805	(3,241)	59,018
Food Non-Program Breakfast Revenue	74	-	74	437	-	437	-
Food Non-Program Lunch Revenue	795	-	795	5,108	-	5,108	-
Interest Revenue	-	-	-	530	-	530	-
Other Fees and Contracts	-	-	-	250	-	250	-
ASB Fundraising	19,137	14,761	4,376	155,520	119,428	36,092	134,188
School Fundraising	5,597	5,264	332	36,875	42,591	(5,716)	47,855
Contributions, Unrestricted	-	-	-	5,350	-	5,350	-
Total Local Revenue	30,740	25,632	5,109	248,633	209,824	38,810	241,062
Total Revenue	\$ 2,482,821	\$ 2,418,954	\$ 63,867	\$ 14,653,847	\$ 13,509,597	\$ 1,144,251	\$ 19,514,583
Expenses							
Certificated Salaries							
Certificated Teachers' Salaries	\$ 340,765	\$ 351,405	\$ 10,640	\$ 3,469,781	\$ 3,514,051	\$ 44,270	4,216,861
Certificated Teachers' Substitute Hours	25,842	19,758	(6,085)	199,683	177,821	(21,862)	217,337
Certificated Teachers' Extra Duties	9,993	9,895	(98)	88,071	89,056	985	108,846
Certificated Pupil Support Salaries	42,249	35,376	(6,873)	441,313	353,759	(87,553)	424,511
Certificated Administrators' Salaries	64,132	54,124	(10,008)	663,785	541,235	(122,549)	649,482
Other Certificated Salaries	2,855	-	(2,855)	4,262	-	(4,262)	-
Total Certificated Salaries	485,836	470,558	(15,278)	4,866,895	4,675,922	(190,973)	5,617,037
Classified Salaries							
Classified Instructional Salaries	31,019	40,995	9,976	317,966	368,958	50,993	450,949
Classified Support Salaries	41,349	42,015	667	373,612	420,154	46,542	504,184
Clerical and Office Staff Salaries	78,976	72,614	(6,363)	745,503	726,136	(19,367)	871,363
Other Classified Salaries	73,347	51,931	(21,416)	644,065	519,310	(124,755)	623,172
Total Classified Salaries	224,691	207,555	(17,136)	2,081,146	2,034,558	(46,588)	2,449,669
Benefits							
State Teachers' Retirement System	74,852	67,901	(6,950)	669,291	674,736	5,445	810,538
OASDI/Medicare/Alternative	15,442	12,868	(2,574)	129,448	126,143	(3,306)	151,879
Medicare	10,259	9,833	(427)	100,403	97,302	(3,101)	116,967
Health and Welfare Benefits	168,414	159,500	(8,914)	1,584,441	1,595,000	10,559	1,914,000
State Unemployment Insurance	354	2,009	1,655	3,759	36,162	32,403	40,180
Workers' Compensation Insurance	12,472	9,494	(2,978)	112,729	93,947	(18,782)	112,934
Other Benefits, certificated positions	1,750	-	(1,750)	17,786	-	(17,786)	-
Total Benefits	283,542	261,605	(21,937)	2,617,858	2,623,289	5,431	3,146,499

SAMPLE Charter School

Budget vs. Actual Report

For the period ended April 30, 2018

4/30/2018

	Current Period Actual	Current Period Budget	Current Period Variance	Current Year Actual	YTD Budget	YTD Budget Variance	Total Budget
Books & Supplies							
Textbooks and Core Curricula Materials	482	-	(482)	29,196	200,000	170,804	200,000
Books and Other Reference Materials	725	-	(725)	48,107	125,000	76,893	125,000
School Supplies	33,526	16,667	(16,859)	117,324	166,667	49,343	200,000
Special Activities/Field Trips	(36,594)	15,000	51,594	43,623	135,000	91,378	150,000
Uniforms	4,010	2,083	(1,927)	28,050	20,833	(7,217)	25,000
Software	7,569	9,333	1,764	80,499	93,333	12,834	112,000
Noncapitalized Equipment	(13,041)	-	13,041	431,105	750,000	318,895	750,000
Food Services	55,410	61,535	6,125	571,541	553,817	(17,723)	676,888
Food Non-Program Breakfast Expense	55	-	(55)	409	-	(409)	-
Food Non-Program Lunch Expense	464	-	(464)	3,700	-	(3,700)	-
Total Books & Supplies	52,606	104,619	52,012	1,353,552	2,044,651	691,099	2,238,888
Subagreement Services							
Nursing	-	-	-	9,164	-	(9,164)	-
Special Education	21,184	13,182	(8,002)	157,451	118,636	(38,814)	145,000
Transportation	49,782	727	(49,055)	55,946	6,545	(49,401)	8,000
Security	2,221	3,636	1,415	21,663	32,727	11,065	40,000
Other Educational Consultants	-	200	200	-	1,600	1,600	2,000
Total Subagreement Services	73,187	17,745	(55,441)	244,223	159,509	(84,714)	195,000
Professional & Consulting Services							
IT	-	2,083	2,083	4,200	20,833	16,633	25,000
Audit and Tax	-	4,667	4,667	20,733	14,000	(6,732)	14,000
Legal	268	2,083	1,815	30,965	20,833	(10,131)	25,000
Professional Development	8,475	17,500	9,025	63,795	140,000	76,205	175,000
General Consulting	(5,080)	3,200	8,280	47,531	25,600	(21,931)	32,000
Payroll Service Fee	668	2,000	1,332	13,575	20,000	6,426	24,000
Management Fee	13,917	14,000	83	140,295	140,000	(295)	168,000
District Oversight Fee	-	21,906	21,906	-	112,262	112,262	157,918
LACOE Fees	-	1,750	1,750	6,586	5,250	(1,336)	7,000
Total Professional & Consulting Services	18,248	69,189	50,941	327,678	498,779	171,100	627,918
Facilities, Repairs, & Other Leases							
Rent	236,988	236,988	0	2,369,875	2,369,879	4	2,843,855
Additional Rent	10,555	10,000	(555)	102,812	100,000	(2,812)	120,000
Equipment Leases	4,200	3,333	(867)	32,680	33,333	653	40,000
Other Leases	421	-	(421)	7,077	-	(7,077)	-
Real/Personal Property Taxes	-	4,167	4,167	38,795	41,667	2,872	50,000
Repairs and Maintenance	2,129	5,625	3,496	47,706	56,250	8,544	67,500
Total Facilities, Repairs, & Other Leases	254,293	260,113	5,820	2,598,947	2,601,129	2,182	3,121,355
Operations & Housekeeping							
Auto and Travel Expense	10,973	17,500	6,527	75,682	70,000	(5,682)	70,000
Business Meals	1,785	833	(951)	9,585	8,333	(1,252)	10,000
Dues & Memberships	2,083	2,500	417	20,700	25,000	4,300	30,000
Insurance	10,107	11,667	1,559	120,353	116,667	(3,686)	140,000
Utilities	12,250	19,345	7,095	159,356	193,450	34,094	232,140
Janitorial/Trash Removal	7,605	3,333	(4,272)	68,245	33,333	(34,912)	40,000
Office Expense	7,882	5,833	(2,048)	66,637	58,333	(8,304)	70,000
Postage and Shipping	488	600	112	6,775	4,800	(1,975)	6,000
Printing	359	650	291	4,318	5,200	882	6,500
Other taxes and fees	696	2,500	1,804	21,630	20,000	(1,630)	25,000
Bank Charges	1	250	249	(355)	2,000	2,355	2,500
Public Relations	1,556	3,000	1,444	12,923	24,000	11,077	30,000
Miscellaneous Expense	-	-	-	390	-	(390)	-
Scholarship Expense	25,272	-	(25,272)	31,272	-	(31,272)	-
School Fundraising Expense	493	3,083	2,590	11,767	30,833	19,066	37,000
ASB Expenses	9,103	11,182	2,079	118,563	111,824	(6,740)	134,188
Communications	3,564	3,917	353	27,686	39,167	11,481	47,000
Total Operations & Housekeeping	94,217	86,194	(8,023)	755,527	742,940	(12,587)	880,328

SAMPLE Charter School

Budget vs. Actual Report

For the period ended April 30, 2018

4/30/2018

	Current Period Actual	Current Period Budget	Current Period Variance	Current Year Actual	YTD Budget	YTD Budget Variance	Total Budget
Depreciation							
Depreciation Expense	29,581	12,698	(16,883)	264,757	126,978	(137,779)	152,374
Total Depreciation	29,581	12,698	(16,883)	264,757	126,978	(137,779)	152,374
Interest							
Interest Expense	-	-	-	837	-	(837)	-
Total Interest	-	-	-	837	-	(837)	-
Total Expenses	\$ 1,516,201	\$ 1,490,276	\$ (25,925)	\$ 15,111,421	\$ 15,507,755	\$ 396,334	\$ 18,429,068
Change in Net Assets	966,619	928,678	37,941	(457,574)	(1,998,158)	1,540,584	1,085,515
Net Assets, Beginning of Period	6,225,954			7,650,147			
Net Assets, End of Period	<u>\$ 7,192,574</u>			<u>\$ 7,192,574</u>			

SAMPLE Charter School

Statement of Financial Position

April 30, 2018

	Current Balance	Beginning Year Balance	YTD Change	YTD % Change
Assets				
Current Assets				
Cash & Cash Equivalents	\$ 4,644,616	\$ 5,272,309	\$ (627,692)	-12%
Accounts Receivable	-	12,667	(12,667)	-100%
Public Funding Receivables	167,420	1,956,506	(1,789,086)	-91%
Prepaid Expenses	326,297	264,040	62,257	24%
Total Current Assets	5,138,334	7,505,521	(2,367,187)	-32%
Long Term Assets				
Property & Equipment, Net	3,109,345	1,728,251	1,381,094	80%
Deposits	10,000	10,000	-	0%
Total Long Term Assets	3,119,345	1,738,251	1,381,094	79%
Total Assets	\$ 8,257,679	\$ 9,243,772	\$ (986,093)	-11%
Liabilities				
Current Liabilities				
Accounts Payable	\$ 450	\$ 45,330	\$ (44,880)	-99%
Accrued Liabilities	353,641	1,249,095	(895,455)	-72%
Deferred Revenue	18,128	139,303	(121,175)	-87%
Deferred Rent, Current Portion	0	0	-	0%
Total Current Liabilities	372,219	1,433,728	(1,061,509)	-74%
Long Term Liabilities				
Deferred Rent, Net of Current Portion	692,887	159,897	532,990	333%
Total Long Term Liabilities	692,887	159,897	532,990	333%
Total Liabilities	1,065,106	1,593,625	(528,519)	-33%
Total Net Assets	7,192,574	7,650,147	(457,574)	-6%
Total Liabilities and Net Assets	\$ 8,257,679	\$ 9,243,772	\$ (986,093)	-11%

SAMPLE Charter School

Statement of Cash Flow

For the period ended April 30, 2018

	Month Ended 4/30/2018	YTD Ended 4/30/2018
Cash Flow From Operating Activities		
Changes in Net Assets:	\$ 966,619	\$ (457,574)
Adjustments to reconcile change in net assets to net cash flows from operating activities:		
Depreciation	25,241	260,417
Decrease/(increase) in Operating Assets:		
Public Funding Receivable	(19,366)	1,789,086
Grants, Contributions & Pledges Receivable	-	12,667
Prepaid Expenses	(790)	(62,257)
Accounts Payable	416	(44,880)
Accrued Expenses	11,815	(895,455)
Deferred Revenue	-	(121,175)
Other Liabilities	53,299	532,990
Total Cash Flow from Operating Activities	<u>70,615</u>	<u>1,471,393</u>
Cash Flows from Investing Activities		
Purchase of Property & Equipment	(67,680)	(1,641,511)
Total Cash Flows from Investing Activities	<u>(67,680)</u>	<u>(1,641,511)</u>
Change in Cash & Cash Equivalents	969,554	(627,692)
Cash & Cash Equivalents, Beginning of Period	3,675,063	5,272,309
Cash and Cash Equivalents, End of Period	<u>\$ 4,644,616</u>	<u>\$ 4,644,616</u>

SAMPLE Charter School

Accounts Payable Aging

April 30, 2018

Vendor Name	Invoice/Credit Number	Invoice/Credit Date	Current	1 - 30 Days Past Due	31 - 60 Days Past Due	61 - 90 Days Past Due	Over 90 Days Past Due	Total
Vendor Name	RELI042718	4/27/2018	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ 500.00
Vendor Name	SAMS032018	3/20/2018	<u>(50.00)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(50.00)</u>
Total Outstanding Invoices			<u>\$ 450.00</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 450.00</u>

SAMPLE Charter School

Check Register

For the period ended April 30, 2018

Check Number	Vendor Name	Description	Check Date	Check Amount
104905	Vendor Name	Copier contract 03/01/18-03/31/18	4/3/2018	3,569.74
104906	Vendor Name	April Storage	4/5/2018	555.00
104907	Vendor Name	Graduation Honor Cords	4/5/2018	189.00
104908	Vendor Name	Janitorial Supplies	4/5/2018	954.52
104909	Vendor Name	Jerseys and Shorts 3/18	4/5/2018	885.72
104910	Vendor Name	Kitchen Supplies	4/5/2018	59.84
104911	Vendor Name	Office Supplies 03/18	4/5/2018	3,211.46
104912	Vendor Name	Paper Rolls	4/5/2018	59.81
104913	Vendor Name	PSE - 02/01/18 - 02/28/18	4/5/2018	4,796.50
104914	Vendor Name	Shipping	4/5/2018	20.57
104915	Vendor Name	Textbooks	4/5/2018	481.80
104916	Vendor Name	Transportation Svcs - 3/12/18-3/15/18	4/5/2018	1,650.00
104917	Vendor Name	T-Shirts	4/5/2018	1,492.90
104918	Vendor Name	Augusta Fanatic Long Sleeve Shirts (30)	4/6/2018	767.30
104919	Vendor Name	Biology Supplies	4/6/2018	95.36
104920	Vendor Name	Classroom keys for backup inventory	4/6/2018	390.56
104921	Vendor Name	American Apparel USA-Made Jerseys (15)	4/12/2018	321.25
104922	Vendor Name	Electric Svcs 03/06/18-04/05/18	4/12/2018	9,360.97
104923	Vendor Name	Fire Alarm Monitoring	4/12/2018	65.00
104924	Vendor Name	Gas Svc 03/06/18-04/04/18	4/12/2018	1,304.42
104925	Vendor Name	Health Ins. 04/01/18-04/30/18	4/12/2018	171,307.00
104926	Vendor Name	Notary Service 04/04/18	4/12/2018	25.00
104927	Vendor Name	Pay period end 03/15/18, 11/30/17,3/31/18	4/12/2018	668.00
104928	Vendor Name	Waste Svcs 04/01/18-04/30/18	4/12/2018	2,149.40
104929	Vendor Name	Repair and Replacement Fund	4/16/2018	10,000.00
104930	Vendor Name	Annual Renewal Fee	4/19/2018	50.00
104931	Vendor Name	Copier Contract 05/01/18-05/31/18	4/19/2018	3,673.01
104932	Vendor Name	Cover: 8x6 Blue Royal (175)	4/19/2018	1,552.11
104933	Vendor Name	Drinking Water 03/18	4/19/2018	69.00
104934	Vendor Name	Equipment Installation Agreement	4/19/2018	29,540.53
104935	Vendor Name	E-rate services 01/18-03/18	4/19/2018	1,000.00
104936	Vendor Name	Fixed Monitoring Monthly Fee 04/18	4/19/2018	2,156.00
104937	Vendor Name	Master Lockbox	4/19/2018	54.75
104938	Vendor Name	Newspapers in Eductation 51 copies #8094N	4/19/2018	30.60
104939	Vendor Name	Office Supplies 03/18, 4/18	4/19/2018	2,094.94
104940	Vendor Name	Official for Boys Volleyball Game 04/10/18	4/19/2018	62.00
104941	Vendor Name	Official for Boys Volleyball Game 04/10/18	4/19/2018	72.00
104942	Vendor Name	Pick up and destroy - Security Cabinets	4/19/2018	70.00
104943	Vendor Name	Professional Services through 03/31/18	4/19/2018	267.90
104944	Vendor Name	Safety Supplies	4/19/2018	362.50
104945	Vendor Name	Shipping	4/19/2018	70.58
104946	Vendor Name	SLP Services 02/01/18-02/28/18	4/19/2018	8,437.50
104947	Vendor Name	Startech HDMI over Cat5 Extender	4/19/2018	225.57
104948	Vendor Name	Transportation 03/21/18-04/02/18	4/19/2018	5,105.00
104949	Vendor Name	WC Ins. PAWC914434 01/01/18-01/01/19	4/19/2018	12,898.18
104950	Vendor Name	Food Svc 03/18	4/20/2018	54,580.82

Total Disbursements Issued in April \$ 336,754.11

60-Day Compliance Reminders

Area	Due Date	Description	Completed By	Board Must Approve	Client Signature Required	Additional Information
DATA TEAM	May-31	<p>English Language Proficiency Assessments for California (ELPAC) - State and federal law require that local educational agencies administer a state test of English language proficiency (ELP) to eligible students in kindergarten through grade twelve. The CDE is transitioning from the CELDT to the ELPAC as the state ELP assessment by 2018. The ELPAC will be aligned with the 2012 California English Language Development Standards. It will be comprised of two separate ELP assessments: one for the initial identification of students as English learners (ELs), and a second for the annual summative assessment to measure a student's progress in learning English and to identify the student's level of ELP.</p> <p>The CELDT initial assessment can be administered from July 1 through June 30 and is given within 30 days of the student being determined eligible for initial testing. The annual assessment is administered through ELPAC between 2/1/2018 - 5/31/2018</p>	Client	No	No	http://www.cde.ca.gov/ta/tg/ep/
FINANCE	May-31	<p>Complete Consolidated Application reporting - Spring - The Consolidated Application (ConApp) is used by the California Department of Education (CDE) to distribute categorical funds from various state and federal programs to county offices, school districts, and direct-funded charter schools throughout California. Annually, in May, each local educational agency (LEA) submits the spring release of the application to document participation in these programs and provide assurances that the district will comply with the legal requirements of each program.</p>	Charter Impact with Client support	Yes	No	https://www.cde.ca.gov/fg/aa/co/index.asp
FINANCE	Jun-01	<p>Executive School Leadership Review Evaluation – The board of directors is responsible for hiring and establishing the compensation (salary and benefits) of the executive director by identifying compensation that is "reasonable and not excessive". The board conducting the review should document who was involved and the process used to conduct the review, as well as the disposition of the full board's decision to approve the executive director's compensation (minutes of a meeting are fine for this). The documentation should demonstrate that the board took the comparable data into consideration when it approved the compensation.</p>	Client with Charter Impact support	Yes	No	<p>This is an IRS requirement for Executive Director positions.</p> <p>If needed, Charter Impact can provide data on comparable salaries for your organization's Board of Directors.</p>
FINANCE	Jun-01	<p>SB 740 Charter School Facility Grant Program applications (Continuing Schools)- The SB740 Program is intended to provide grants to charter schools to assist with facilities' rent and lease costs associated with the school. Each year applicants must submit a new Application and the Authority will determine eligibility on an annual basis. Charter schools must also meet the FRPM Eligibility requirements each year.</p>	Charter Impact	No	Yes	http://www.treasurer.ca.gov/csfa/csfgp/index.asp
FINANCE	Jun-01	<p>Submit Preliminary Budget Plan to Authorizer - Charter Schools are required to submit their annual budgets to their authorizer by the authorizer-imposed deadline. Authorizers then use the budget to determine if the Charter School has reasonable financial health to sustain operations.</p>	Charter Impact	No	No	

60-Day Compliance Reminders

Area	Due Date	Description	Completed By	Board Must Approve	Client Signature Required	Additional Information
FINANCE	Jun-15	Submit Charter Schools Annual Information Survey - The Charter Schools Annual Information Survey has 5 sections: location and school contact information, authorizing agency, site, curriculum and governance information, facilities, retirement and services information, and funding. The funding selection impacts how your school receives revenue payments. All charter schools must be either directly or locally funded. For example: LCFF apportionment funds for a locally funded charter school flow through its local chartering authority whereas funds for a direct funded charter school may flow directly to the county treasurer and then to the charter school. However, the funding type decision may impact the amount of other state and federal funds that a charter school receives, outside the LCFF. This decision may be reconsidered on an annual basis.	Charter Impact	No	Yes	https://www.cde.ca.gov/sp/cs/ac/csinfosvy1617.asp
OPERATIONS	Jun-30	Approve school calendar and instructional minutes - 180/175 days charter schools and are allowed to shorten instructional year by 5 days without fiscal penalty. Kindergarten ~ 600 hours; Grades 1-3 ~ 840 hours; Grades 4-8 ~ 900 hours; Grades 9-12 ~ 1080 hours	Client with Charter Impact support	Yes	No	https://www.cde.ca.gov/fg/aa/pa/lcffitfaq.asp
GOVERNANCE	Jun-30	Review your Parental Involvement Policy - Every local educational agency (LEA) in California must have a parental involvement policy: Federal requirement (LEAs accepting Title I funds). State requirement (California Education Code [EC] for non-Title I schools). Parents must be involved in how the funds reserved for parental involvement will be allocated for parental involvement activities. Keep minutes and sign-in sheets documenting these discussions. The California Department of Education (CDE) reviews the Consolidated Application and Reporting System (CARS) to see if the required reservation has been made.	Client	Yes	No	https://www.cde.ca.gov/sp/sw/t1/parentfamilyinvolve.asp
GOVERNANCE	Jun-30	Review your Homeless Education Policy - A Homeless Education Policy is used to ensure that your school is compliant with key provisions of the Education for Homeless Children and Youths Act. It is also used to collect the contact information for your required designated homeless liaisons at your school. All schools are required to establish a board approved Homeless Education Policy.	Client	No	No	https://www.cde.ca.gov/sp/hs/cy/strategies.asp
DATA TEAM	Jun-30	CALPADS and CBEDS Charter School reporting status change - Existing charter schools may request a change to how they submit their data to CALPADS and CBEDS only between June 1 and June 30. Forms postmarked after that date are reviewed on a case-by-case basis and no forms will be processed after Census Day – the first Wednesday in October.	Client with Charter Impact support	No	No	https://www.cde.ca.gov/ds/sp/cl/documents/statuschgformv9.doc
FINANCE	Jun-30	School Nutrition Application Due to CDE - Funding supports five school meal and milk programs to assist schools, districts, and other nonprofit agencies in providing nutritious meals and milk to children at reasonable prices or free to qualified applicants. The five programs are the National School Lunch Program (NSLP), School Breakfast Program (SBP), Seamless Summer Feeding Option (SSFO), Special Milk Program (SMP), and State Meal Program (STMP)	Client	No	No	https://www.cde.ca.gov/fg/fo/profile.asp?id=5104
FINANCE	Jun-30	Educator Effectiveness Funds Deadline - The 2015-16 State Budget Act provided approximately \$1,466 per 2014-15 certificated, full-time equivalent employee for the Educator Effectiveness Program (Resource Code 6264). These funds must be spent or encumbered by this date.	Client	No	No	https://www.cde.ca.gov/fg/aa/ca/educatoreffectiveness.asp