



# Contra Costa School of Performing Arts

## Special Meeting

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### **Date and Time**

Tuesday May 2, 2023 at 8:00 AM PDT

### **Location**

2730 Mitchell Dr.  
Walnut Creek, CA 94598  
Conference Room

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The public may address the Board regarding any item within the jurisdiction of the Board of Directors of ChartHouse Public Schools. To ensure an orderly meeting and an equal opportunity for each speaker, persons wishing to address the Board must fill out a speaker's card. Cards should be turned into the Board Chair/Vice Chairperson prior to the Call to Order. Speakers will be given three minutes for items on the agenda, and two minutes for items not on the agenda. When translation services are utilized to support the participation of a primary Speaker, the translator will be afforded the same duration of time as the primary Speaker. Time may not be yielded to other speakers. In compliance with the Brown Act, the Board may listen to comments from speakers and provide direction to staff, but may not engage in discussion or take action on items that are not already on the agenda.

All Board agendas and minutes will be published at [cocospa.org](http://cocospa.org). Any disclosable public records related to an open session Board meeting agenda item and distributed by staff to a majority of the Board of Directors shall be available for public inspection.

The Board of Directors will provide reasonable accommodations for persons with disabilities planning to attend Board meetings so long as notice is provided at least one hour prior to the start of the meeting by contacting the Executive Director's Office at (925) 235-1130.

\*Adding a zoom location per Board Member, Charles Hill, who is citing 'just cause' per AB 2449 to attend the meeting via zoom.

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Join Zoom Meeting <https://us06web.zoom.us/j/86272753393>  
 Meeting ID: 862 7275 3393

**Agenda**

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>8:00 AM</b>
Opening Items			
A. Call the Meeting to Order		Heather Vega	
B. Record Attendance		Heather Vega	
C. Establishment of Quorum		Heather Vega	
D. Agenda Review and Adoption	Vote	Heather Vega	5 m

The Board will review the agenda and adopt as presented or take action to change the order of items.

**II. PUBLIC COMMENTS 8:05 AM**

The public may address the Board regarding any item within the jurisdiction of the Board of Directors of ChartHouse Public Schools. To ensure an orderly meeting and an equal opportunity for each speaker, persons wishing to address the Board must fill out a speaker’s card. Cards should be turned into the Board Chair/Vice Chairperson prior to the Call to Order.

Speakers will be given three (3) minutes for items *on* the agenda, and two (2) minutes for items *not* on the agenda. When translation services are utilized to support the participation of a primary Speaker, the translator will be afforded the same duration of time as the primary Speaker. Time may not be yielded to other speakers. In compliance with the Brown Act, the Board may listen to comments from speakers and provide direction to staff, but may not engage in discussion or take action on items that are not already on the agenda.

A. Items on the Agenda		Heather Vega	
B. Items not on the Agenda		Heather Vega	15 m

**III. PARTNERSHIP PROPOSALS 8:20 AM**

	Purpose	Presenter	Time
<b>A. Review and approve partnership and support proposals</b>	Vote	Brandy Byers	20 m

The board will review proposals for potential partnerships supporting the office with finances, attendance, CalPADS, Human Resources, and other office-related activities.

1. Harness Potential
2. DMS
3. CSMC
4. CVCHS

<b>B. Consultant</b>	Vote	Brandy Byers	5 m
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The Board will review proposals for the consultant as required by the Bond Investors.

**IV. Closing Items 8:45 AM**

<b>A. Adjourn Meeting</b>		Heather Vega	1 m
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# Coversheet

## Review and approve partnership and support proposals

**Section:** III. PARTNERSHIP PROPOSALS  
**Item:** A. Review and approve partnership and support proposals  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:**  
CV Proposal.pdf  
Board Report Sample April 2023.pdf  
CSMC\_CoCoSPA Proposal April 2023.pdf  
Contra Costa School of Performing Arts Proposal from HARNESS 4.15.docx (2).pdf  
DMS\_Contra Costa Proposal (2).pdf





**CLAYTON  
VALLEY  
CHARTER  
HIGH  
SCHOOL**

April 28, 2023

To: Brandy Byers, Ed.D.

**Summary Proposal for Contra Costa School of Performing Arts**

<b>Finance &amp; Compliance</b>		
	Traditional Back Office	\$160,000
	Payroll Processing	\$10,000
<b>Human Resources</b>		
	Credentialing & Consulting Support	\$50,000
<b>Operations</b>		
	IT	\$50,000
	Marketing & Recruitment	\$30,000
	Contract Management	\$30,000
	Landscape	\$50,000
	Custodial	\$100,000
<b>Food Service</b>		
	SFA Support	\$20,000
<b>TOTAL</b>		<b>\$500,000</b>

Sincerely,

Dave Fehte, Executive Director  
Clayton Valley Charter High School

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Financials through Dec 31, 2022

# SAMPLE Monthly Financial Board Report

Prepared for: Your Charter School



# Financial Summary

## Actual to Budget:

This report is as of Dec 31, 2022, compared against our board-approved budget from November 2022, based on 548 students enrolled and 545.20 ADA.

YTD Revenues Through **Dec 31, 2022**, are **\$13,131,131** or **1.4% (\$252,711) under** our current budget due to **LCFF State Aid** being less than our budget to date by \$610,914 (3.6%). Countering this are **EPA, Mandate Block Grant, and Lottery revenues** being \$36k ahead of budget. Overall, revenues are trending very close to budget through December, and the variance is within 2% of budget.

YTD Expenses Through **Dec 31, 2022**, are **\$20,202,020** or **.4% (\$77,202) under** our current budget due to **Payroll related expenses** being underspent by \$319k (2.1%), and **5000 level expenses being underspent** by \$28k, and it is primarily driven by the District Oversight Fee. This expense will continue to show as underspent since it won't be recognized until the end of the year when it is trued up with Property Tax revenues by the District.

Therefore, net deficit is **(\$979,797)** or **9.8% (\$175,509) under** our current budget.

## Balance Sheet:

As of Dec 31, 2022, we had total cash of \$1,212,121, short-term liabilities of \$36,363,636, and long-term liabilities of \$2,727,272. The ending fund balance is \$8,538,853.27. Reconciled cash increased over \$1.4mil for the month of December due to Revenues exceeding Expenses by \$530k in the month and the collection of over \$1.120mil in deferred revenue relating to one-time COVID funds. Deferred revenue is recorded when cash is received but the related work needed (in most cases this would be spending of the funds) has not yet occurred. So, the school will defer the recognition of revenue until they recognize the related expenses.

## Supplemental Information – Cash Received

As requested, we note the following regarding cash received after the close of the month:

- 1) Even though our LCFF revenues are through December are less than our budget, we have received all monthly allocations. The variance we see is strictly due to the monthly amount varying than our budget. Come year end, this variance will be trued up. Also, monthly amounts are set to shift once P1 attendance is verified, and payments get updated to match the new ADA count.
- 2) Your School has received it's first apportionment of the Arts, Music, and Instructional Materials Block Grant (resource code 6762 as shown in the chart on the next slide). This amount was recorded as deferred revenue since the school has not yet started to spend the funds. As the school spends the funds, we will be sure to start recognizing the revenue. The amount received was in excess of \$1.120 mil.

# Supplemental Information

GRANT	RESOURCE CODE	ALLOCATION	ACTUALS FY21	ACTUALS FY22	ACTUALS THRU FY22	ACTUALS FY23	ACTUALS THRU PRESENT	REMAINING AMOUNT	USE BY DATE
ELOP (FY21-22 allocation)	2600	-	-	-	-	-	-	-	6/30/2023
ESSER II	3212	-	-	-	-	-	-	-	9/30/2023
ESSER III	3213	-	-	-	-	-	-	-	9/30/2024
ESSER III Learning Loss	3214	-	-	-	-	-	-	-	9/30/2024
ELOG	7425	938,489	4,125	938,489	942,614	-	942,614	(4,125)	9/30/2024
ELOG 10% for Paraprofessional	7426	201,955	-	201,955	201,955	-	201,955	-	9/30/2024
ELOG-ESSER II	3216	301,186	-	153,735	153,735	118,140	271,875	29,311	9/30/2023
ELOG-GEER 2	3217	69,125	-	-	-	61,248	61,248	7,877	9/30/2023
ELOG-ESSER III	3218	196,338	-	-	-	76,317	76,317	120,021	9/30/2024
ELOG-ESSER III State Reserve	3219	338,454	-	-	-	-	-	338,454	9/30/2024
Universal Pre-Kindergarten (UPK)	6053	152,656	-	-	-	-	-	152,656	N/A
Educator Effectiveness	6266	406,168	-	195,085	195,085	178,835	373,920	32,248	6/30/2026
SPED Dispute Resolution	6536	59,145	-	59,145	59,145	-	59,145	-	
SPED Learning Recovery	6537	266,156	-	266,156	266,156	-	266,156	-	
In-Person Instruction (IPI)	7422	-	-	-	-	-	-	-	9/30/2024
ELOP (FY22-23 allocation)	TBD	-	-	-	-	-	-	-	6/30/2024
Arts, Music, and Instructional Materials	6762	2,241,406	-	-	-	-	-	2,241,406	6/30/2026
Learning Recovery Emergency Block Grant	7435	3,659,801	-	-	-	-	-	3,659,801	6/30/2028
<b>TOTAL</b>		<b>8,830,879</b>	<b>4,125</b>	<b>1,814,565</b>	<b>1,818,690</b>	<b>434,540</b>	<b>2,253,229</b>	<b>6,577,650</b>	

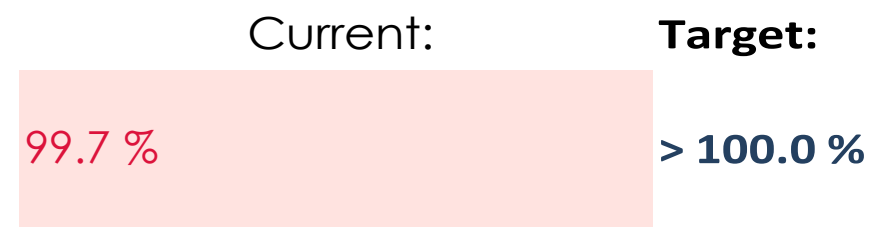


# Understanding the Financial Health of the Organization

The chart below explains some of the parameters that the school's leadership can evaluate to understand their financial health, and potential areas of weakness.

## Cash Ratio

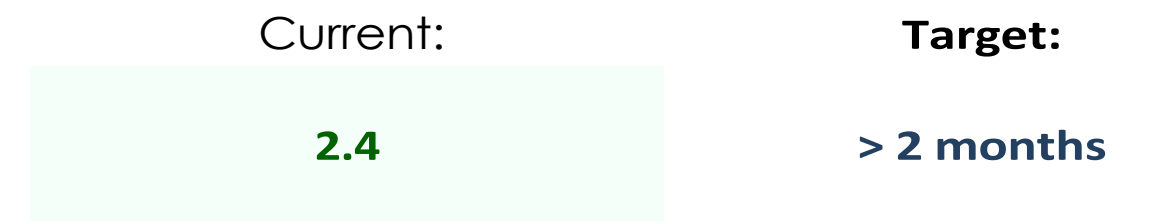
Ability to meet short-term obligations with cash



**Formula:**  
(Cash) / (Current Liabilities)

## Defensive Interval

Months of continued operation without incoming funds



**Formula:**  
(Cash + Securities + AR)/(Average Expenses for Past 12 Months)

## Current Ratio (Liquidity)


Ability to pay short-term obligations



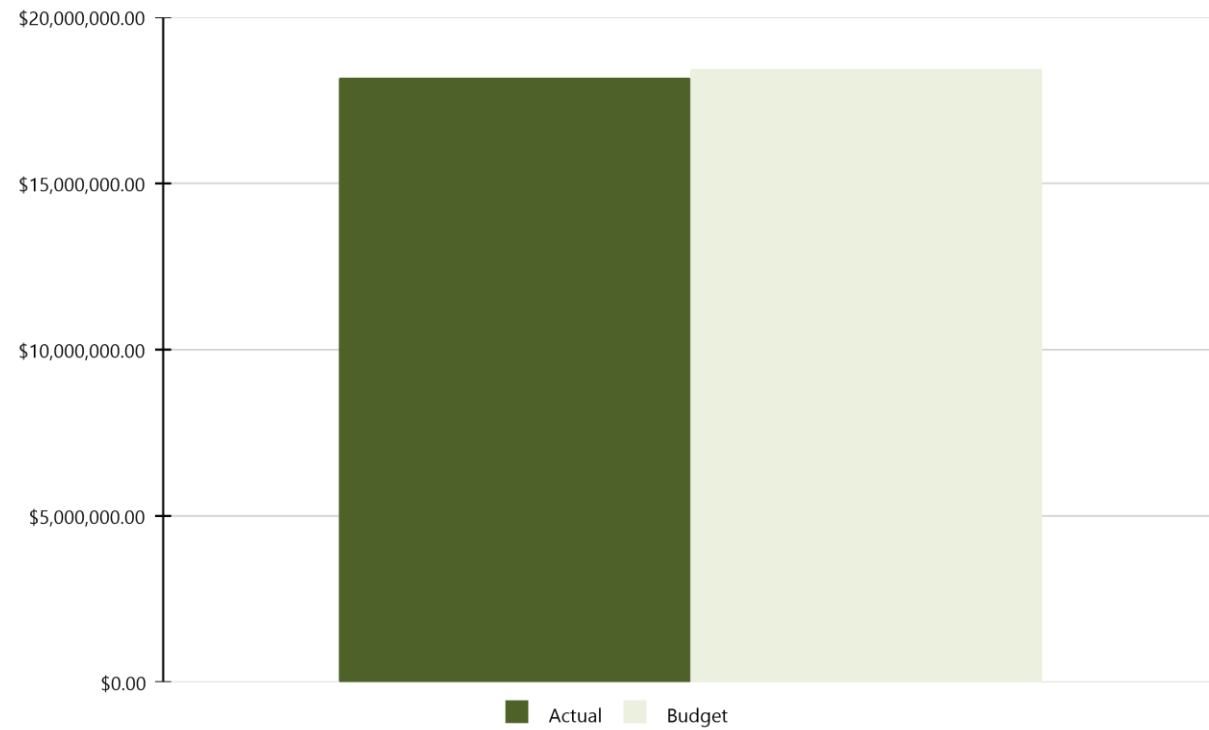
**Formula:**  
(Current Assets) / (Current Liabilities)

# Your Charter School Financial Snapshot

FY 2022-2023, July - December

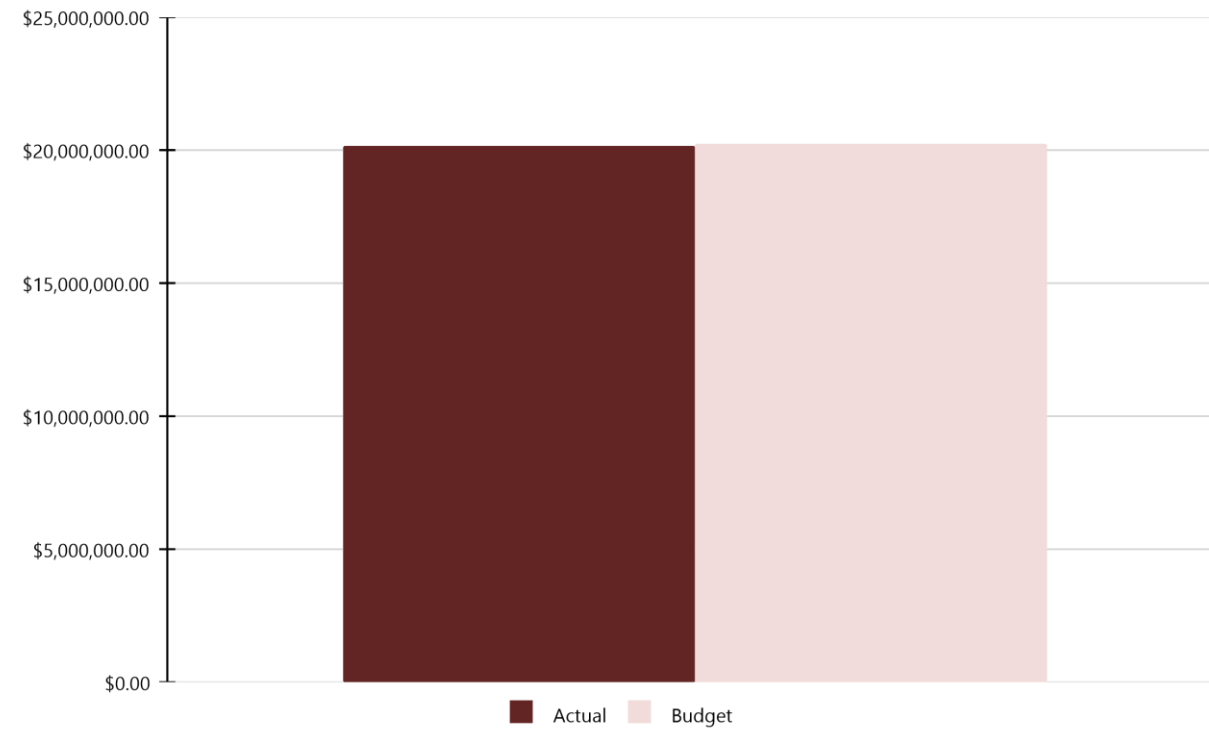
Cash Balance  
 **\$5,282,608**

Revenue to Date



Revenue Summary	
Actual	\$33,179,613
Budget	\$33,432,323
Actual to Budget	-1.4 %

Expense to Date



Expense Summary	
Actual	\$11,152,675
Budget	\$11,229,877
Actual to Budget	-0.4 %

# Actual to Budget Summary

FY 2022-2023, July - December

Account Description	July - Last Closed			2022-2023		
	Actual	Budget	Variance \$	Total Budget	Actual to Total Budget %	Remaining Budget
<b>LCFF</b>	\$16,425,529	\$16,868,188	(\$442,659)	\$38,707,297	42.4 %	\$22,281,768
<b>Federal Revenue</b>	\$150,980	\$101,895	\$49,085	\$876,147	17.2 %	\$725,167
<b>Other State Revenue</b>	\$540,893	\$396,585	\$144,308	\$1,387,805	39.0 %	\$846,911
<b>Local Revenue</b>	\$1,062,210	\$1,065,655	(\$3,445)	\$2,620,892	40.5 %	\$1,558,682
<b>Total Revenue</b>	\$18,179,613	\$18,432,323	(\$252,711)	\$43,592,141	41.7 %	\$25,412,528
<b>Certificated Salaries</b>	\$9,824,783	\$9,886,570	\$61,787	\$19,940,318	49.3 %	\$10,115,535
<b>Classified Salaries</b>	\$1,582,976	\$1,650,787	\$67,812	\$3,539,754	44.7 %	\$1,956,779
<b>Employee Benefits</b>	\$3,533,594	\$3,723,481	\$189,888	\$8,316,358	42.5 %	\$4,782,764
<b>Total Personnel Expenses</b>	\$14,941,352	\$15,260,838	\$319,486	\$31,796,430	47.0 %	\$16,855,077
<b>Books and Supplies</b>	\$2,517,519	\$2,074,396	(\$443,123)	\$4,125,000	61.0 %	\$1,607,481
<b>Services &amp; Other Operating Expenses</b>	\$2,631,914	\$2,860,872	\$228,957	\$7,059,862	37.3 %	\$4,427,947
<b>Capital Outlay</b>	-	-	-	\$15,788	0.0 %	\$15,788
<b>Other Outgo</b>	\$61,890	\$33,771	(\$28,119)	\$113,880	54.3 %	\$51,990
<b>Total Operational Expenses</b>	\$5,211,323	\$4,969,039	(\$242,284)	\$11,314,530	46.1 %	\$6,103,207
<b>Total Expenses</b>	\$20,152,675	\$20,229,877	\$77,202	\$43,110,959	46.7 %	\$22,958,284
<b>Net Income</b>	(\$1,973,063)	(\$1,797,554)	(\$175,509)	\$481,182	-410.0 %	\$2,454,244

Revenue  
**\$18,179,613**

Expenses  
**\$20,152,675**

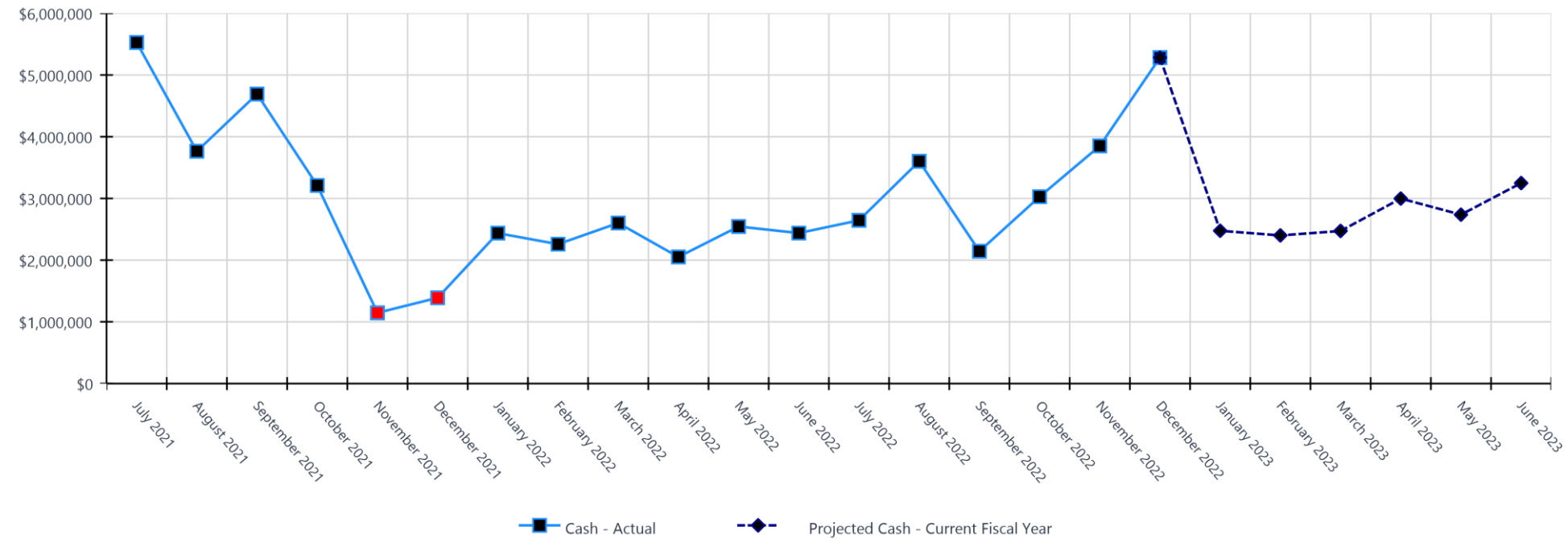
Surplus / (Deficit)  
**(\$1,973,063)**

This report displays all actual and budgeted revenue and expenditures by object code series and by month. This report can be useful in ensuring you receive your revenue in a timely manner and that you stay within the board approved expenditure levels.



# Monthly Cash Balance Over Time

Current fiscal year and prior year



	Cash Amount	Actual or Projected
July 2021	\$5,527,191.32	Actual
August 2021	\$3,764,272.71	Actual
September 2021	\$4,690,875.47	Actual
October 2021	\$3,209,780.69	Actual
November 2021	\$1,145,936.57	Actual
December 2021	\$1,389,523.77	Actual
January 2022	\$2,437,153.90	Actual
February 2022	\$2,258,231.85	Actual
March 2022	\$2,601,040.11	Actual
April 2022	\$2,051,267.11	Actual
May 2022	\$2,544,406.34	Actual
June 2022	\$2,438,390.52	Actual

	Cash Amount	Actual or Projected
July 2022	\$2,644,564.55	Actual
August 2022	\$3,601,453.19	Actual
September 2022	\$2,143,799.65	Actual
October 2022	\$3,027,685.51	Actual
November 2022	\$3,850,869.31	Actual
December 2022	\$5,282,607.53	Actual
January 2023	\$2,475,562.31	Projected
February 2023	\$2,400,404.68	Projected
March 2023	\$2,472,405.61	Projected
April 2023	\$2,997,683.71	Projected
May 2023	\$2,736,528.98	Projected
June 2023	\$3,248,909.98	Projected

# Balance Sheet Summary FY 2022-2023 - December

The balance sheet displays all of the school's assets and the school's obligations ('liabilities') at a particular point in time. It is a useful way to ensure the school has enough money to pay off its debts.

Liquidity Ratio

1.5

Assets	
<b>Current Assets</b>	
Cash	\$3,011,608
Accounts Receivables	\$1,408,913
Prepaid Expenses	\$36,836
Other Current Assets	(\$849,026)
<b>Total Current Assets</b>	<b>\$5,000,000</b>
<b>Fixed Assets</b>	
Buildings and Improvements	\$133,735
Furniture and Fixtures	\$6,650
Transportation Equipment	\$40,150
Accumulated Depreciation	(\$18,087)
<b>Total Fixed Assets</b>	<b>\$162,448</b>
<b>Other Assets</b>	
Security Deposits	\$19,132
<b>Total Other Assets</b>	<b>\$19,132</b>
<b>Total Assets</b>	<b>\$3,999,888</b>

Liabilities and Net Assets	
<b>Current Liabilities</b>	
Accounts Payable	\$333,111
Accrued Salaries, Payroll Taxes, Postemployment Benefits	\$1,999,232
Deferred Revenue	\$,978,965
<b>Total Current Liabilities</b>	<b>\$5,111,222</b>
<b>Long Term Liabilities</b>	
Loans Payable	\$2,721,690
<b>Total Long Term Liabilities</b>	<b>\$1,111,111</b>
<b>Total Liabilities</b>	<b>\$4,044,444</b>
<b>Net Assets</b>	
Unrestricted Net Assets	\$2,011,593
Profit/Loss YTD	(\$1,973,063)
<b>Total Net Assets</b>	<b>\$38,530</b>
<b>Total Liabilities and Net Assets</b>	<b>\$6,060,060</b>

# Looking Ahead

<b>1/25/2023</b>	CSMC Webinar
<b>1/31/2023</b>	Federal Cash Management Data Collection (CMDCC)
<b>2/1/2023</b>	School Accountability Report Card (SARC) due in CDE portal
	CSMC Regional Office Hours
<b>2/7/2023</b>	CSMC Workshop: State and Federal programs compliance
<b>2/9/2023</b>	CSMC Workshop: State and Federal programs compliance
	Your Charter School Board Meeting
<b>2/13/2023</b>	Mid-Month: ASES applications for next year due
<b>2/15/2023</b>	Property tax exemption requests due
<b>2/16/2023</b>	CSMC Virtual Office Hours, open to all CSMC clients
<b>2/22/2023</b>	CSMC Webinar
<b>3/8/2023</b>	CSMC Regional Office Hours
<b>3/9/2023</b>	Your Charter School Board Meeting
<b>3/11/2023</b>	Winter Consolidated Application / CARS report possibly due
<b>3/15/2023</b>	Second Interim Financial Report state deadline, authorizers may require earlier
<b>3/18/2023</b>	Varies: Special education MOE pre-test; timing and steps vary by SELPA
<b>3/29/2023</b>	CSMC Webinar

# SAMPLE CSMC Charter School Support Team



**Executive VP of Client Services**  
Tom Nichols  
[tnichols@csmc.ci.com](mailto:tnichols@csmc.ci.com)



**School Business Manager**  
Aaron Guibord  
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**Regional AM Director**  
Mai Luong  
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**Associate AM**  
Kimber Nelson  
[knelson@csmc.ci.com](mailto:knelson@csmc.ci.com)



# HELPING THE EDUCATION MOVEMENT SUCCEED ONE SCHOOL AT A TIME

[www.csmci.com](http://www.csmci.com)

POWERED BY:



Charter Vision

[info@csmci.com](mailto:info@csmci.com)

Office: 888.994.CSMC

43460 Ridge Park Dr., Ste. 100

Temecula, Ca 92590

## CSMC Service Proposal



# Contra Costa School of Performing Arts

2730 Mitchell Drive, Walnut Creek, CA 94598

July 01, 2023

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



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## CSMC Executive Summary: Proposal: Price Sheet

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

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

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

In the body of this proposal, (beginning on page 8) we've included a more detailed outline of our full-service offerings for your consideration.

We're excited about learning more about Contra Costa School of Performing Art's needs, sharing more about how CSMC can support this important transition toward your continued growth and success, and exploring the potential for a long-term partnership.

### **CSMC's Preliminary Transition Plan**

#### **Proposed Timeline:**

CSMC is confident in our ability to lead and work towards a July 1, 2023, full implementation of all proposed support services. Further specificity on deliverables and timelines will be developed during the initial meeting(s) with Contra Costa School of Performing Arts and CSMC's Client Services team. Below we've proposed a preliminary timeline of key project deliverables as well as an outline of some key operational and functional areas.



## **Transfer of Information and Processes**

The project goal is to ensure that CSMC's work is aligned with Contra Costa School of Performing Arts expectations.

CSMC's Client Services and Transition team will meet with Contra Costa School of Performing Arts leadership and business operations and compliance team.

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

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

**May 2023** -CSMC School Business Manager and Payroll/HR liaison will meet with Contra Costa School of Performing Arts leadership, HR, Payroll, and Accounting Staff. CSMC will begin formal school staff training and onboarding.

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

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

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

## **Onboarding and Training: Strategic Collaboration and Planning**

- Establish a set schedule for *Client Standing Calls* that works for Contra Costa School of Performing Arts. This is CSMC's proven service delivery model that ensures coordination, advance planning, and direct engagement with key personnel both at CSMC and Contra Costa School of Performing Arts.
- CSMC and Contra Costa School of Performing Arts leadership will assess any training needs and develop a focused training plan that works for the school staff. CSMC can support the development of refined or new fiscal policies and procedures aligned to staff and board training and development.

## **Budget Development Review and Revisions**

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

## **Meeting All Compliance Requirements**

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

## **Board Meeting Support**

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

CSMC utilizes a **CLIENT STANDING CALL** routine as a best practice with most clients to ensure coordinated and timely communication and collaboration with our clients. This can be modified as needed by Contra Costa School of Performing Arts leadership and staff. (See more about these calls on page 12)



**CSMC Proposal: Price Sheet**

**Contra Costa School of Performing Arts**

2730 Mitchell Drive, Walnut Creek, CA 94598

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

Services Selected	Setup Fee	Monthly / Service Cost	Service Cost Total
Back-Office Service; Payroll, Student Data Support	\$ 10,000.00	\$ 8333.33	\$100,000.00
		Total	110,000.00

## Scope Of Services: Back-Office

### 1. FINANCE & ACCOUNTING

#### **BUDGETING:**

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

#### **FINANCIAL STATEMENTS:**

- **Monthly year-to-date financial statements** – CSMC prepares Year to Date (YTD) actual results compared to the budget for board meetings or as requested.
- **Charter Vision Access for Board Reports** - Charter School has access to the Charter Vision financial portal, which contains a convenient Board Report function that produces year-to-date financials through the most current closed month. CSMC typically closes books monthly within 15 business days of the following month, provided all supporting documentation has been transmitted to CSMC.
- **Monitors cash position** – CSMC monitors the Charter School's cash position to anticipate possible cash shortfalls.
- **Customized financial analysis** – CSMC performs reasonable financial analyses that the Charter School staff or board requests, e.g., providing a comparative analysis of the school's budget relative to industry norms or fulfilling a request for information from the authorizing entity. Upon request, CSMC can also develop financial health analysis so the board and staff can quickly focus on the most important financial issues.
- **Support in resolving financial issues** – CSMC helps the Charter School leader find solutions to financial issues by recommending budget changes and/or identifying sources of potential funding.

#### **ACCOUNTING:**

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

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

#### **ACCOUNTS PAYABLE & RECEIVABLE:**

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

- **Accounts Payable functions:**

- **Invoice processing** - CSMC conducts invoice processing for Charter School. After coding from Charter School and approval from the Charter School leader or designee, CSMC enters invoices within 2 business days into financial tracking software. Charter School is responsible for submitting weekly packages (unless another time frame is agreed upon) of invoices, deposits, and payment documents that conform to CSMC forms and processes.
- **Invoice review** - CSMC reviews invoices to assist in the prevention of double payments or double billings on multiple invoices. CSMC alerts Charter School to payment issues with vendors.
- **Invoice payment support** - CSMC also verifies that funds are available to pay the bill and notifies Charter School if there are not sufficient funds.
- **Fund verification is only available** if there is online read-only bank access and if all checks are processed through CSMC.

**PURCHASING:**

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

**GOVERNMENT FINANCIAL REPORTING:**

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

2. **BUSINESS CONSULTING**

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

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

### 3. BOARD MEETING SUPPORT

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

### 4. FACILITIES

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

### 5. COMPLIANCE & ACCOUNTABILITY

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



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

## 6. CHARTER DEVELOPMENT & GRANT ADMINISTRATION

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

## 7. OPERATIONS SUPPORT

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

- **CSMC can assist with the creation of charter petitions**, petition review, budget and financial plan creation, and advocacy support. (Depending on the scope of work, additional fees may apply)
- **Handbooks** - CSMC can provide the Charter School with resources to create non-financial manuals, including Principal handbooks, Employee Handbooks and Operations Manuals.
- **HR Support & systems** - CSMC has 20 years of experience providing Human Resources support for charter schools and looks forward to crafting a hybrid Human Resources support solution that works effectively for the Charter School.

## 8. STUDENT DATA AND INFORMATION SYSTEM SUPPORT

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

## 9. CALPADS SUPPORT

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

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

## 10. ATTENDANCE SUPPORT

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

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

## 11. SERVICE DELIVERY – CLIENT STANDING CALLS

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

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

CSMC routinely includes these important topics on these calls:

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

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

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

## Roles & Responsibilities - Back-Office

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

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

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

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

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

## LATE FEES AND WARNINGS

### ACCOUNTS PAYABLE:

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

## Scope of Services: Payroll & Human Resources

**The client is responsible for the payment of payroll processing fees to the 3<sup>rd</sup> party payroll provider. Currently, the estimated annual fees are \$10,00.00.**

### 1. PAYROLL SUPPORT

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

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

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

## 2. HUMAN RESOURCES & BENEFITS

- Employee File Set-Up – CSMC provides the charter school with help in setting up on-boarding with the 3<sup>rd</sup> party payroll provider.
- Teacher Credentialing – CSMC will provide non-legal information and assistance to Charter School leaders to help confirm credentials. (We do not evaluate any teacher credentials. This should be done before they are on payroll.)
- Contracts and Handbook Development Support – CSMC provides non-legal, business advice on employment contracts and employee handbooks and their business implications.

## Roles & Responsibilities - Payroll

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

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

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

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

### LATE FEES AND WARNINGS

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

**HARNESS**  
unlimited potential

**HARNESS Proposal**  
for  
Contract Costa School of Performing Arts (CoCoSPA)  
April 17, 2023

**Executive Summary**

This proposal outlines back office services performed by Carrie Wagner of Harness Potential Inc. (HARNESS) for the Contract Costa School of Performing Arts (CoCoSPA).

**CEO's Message**



Your work is hard. I know because I have been there. As a former charter school back office operator who founded a charter school, I know what challenges are faced on a daily basis. My vision is to make your job as easy as possible and to truly allow you to focus on the most important parts of your school: your students and your employees.

I believe true educators are the ones who should be running schools and I am proud to say that I handed the amazing school that I founded off to one. I also know that educators don't get specific training in accounting, budgeting, cash flow management, and financial sustainability. The latter is where my advanced formal training comes in and surprising to many, where my passion lies.

I also love to solve problems, so those crazy new processes being sent by regulatory agencies that have confusing language. I will help you figure them out.

**I believe in charter schools and want you to succeed. I would love to support you!**

Sincerely,

**Carrie Wagner**

**CEO and Founder**

**HARNESS Background**

HARNESS as a verb: to collect and control something so that it can be used effectively. We want to support you in harnessing the energy of your resources to increase outcomes and make even more positive impact in your community.

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[www.harnesspotential.net](http://www.harnesspotential.net)





HARNESS as a noun: is what keeps a rock climber safe. We will keep your organization safe with financially sustainable budgeting, accurate financial information at your fingertips and strategic thought partnership.

### **Leadership Biography**

As a CPA, MBA and nearly ten years of leading back office work, CEO Carrie Wagner has the technical experience to ensure your financial information is accurate and easy to use. As a founder of a successful charter school, she knows first hand what challenges you face and will help you reach your goals.

Prior to founding HARNESS in 2023, Carrie founded the first all girls charter middle school in Los Angeles called the Girls Athletic Leadership School Los Angeles (GALS) where she empowered girls to love themselves more fully and stand up for what they believe in. Prior to opening GALS, Carrie was the COO of Bright Star Schools, which is a charter management organization that operates 9 schools in Los Angeles and the CFO/COO of Citizens of the Worlds Charter Schools, a national charter organization operating schools in Los Angeles and Kansas City. Carrie also spent 9 years at ExED, a leading nonprofit provider of charter school management services, where she served as President and COO.

Carrie earned a M.B.A. from The Anderson School at UCLA and a B.S. in Accountancy and Computer Applications from The University of Notre Dame. Carrie also earned a M.A. in Spiritual Psychology from the University of Santa Monica (USM). Carrie is a Certified Public Accountant.

### **SERVICES**

#### **Accounting, Finance and Budgeting**

We will ensure your books are accurate, closed in a timely fashion and are audit ready. We will support you in ensuring your internal controls are strong and train you and your staff in areas of weakness.

We will work with you and your team on a monthly basis to ensure that forecasts are accurate allowing you and your board to fully understand your financial position. There should be no surprises in financial reporting or in cash flow management.

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Every year the facilitated *budget process is thorough* and involves as many staff as you want. *The budget template is easy to read* and use and you will be able to make changes to the model when testing out different scenarios. A budget draft will be submitted for the board to review at a board meeting prior to when the final budget is board approved.

### **Accounts Payable**

At HARNESS, the accounts payable process is simplified. You will only be responsible for emailing invoices to HARNESS once received by vendors. There is no coding or any type of accounting performed by your staff. The vendor will be paid in the manner in which they prefer: ACH or a check. If a purchase order is required, your staff will email information to HARNESS and a purchase order will be sent electronically for you to sign. Clients will be properly trained on when a purchase order is required.

Employees are the most important asset a school has. As a result, employee matters will be handled quickly and with care. As an example, employee reimbursements will be made timely and be submitted directly to the employee's bank account.

### **Human Resources and Payroll**

Full service payroll includes all data entry and set up of payroll in payroll system and the submission of payroll taxes to the appropriate agencies. This also includes the completion of any Employment Development Department audits or inquiries. Employees will have self service options to make changes in addresses or tax forms and to view pay stubs and other important documentation.

All onboarding and termination paperwork required by the state will be set up for the client in an online system, making employment transitions as stress free as possible and decreasing the beginning of the year tasks for the school team.

We will also support you in setting up and thinking through salary schedules.

### **Reporting and Compliance**

Below is a list of items to be completed by HARNESS:

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- Consolidated Application (ConApp)
- District and State required Financial Reporting (Preliminary, First Interim, Second Interim, Unaudited Actuals, Budget)
- District and State required Expenditure Reporting
- Tri-Annual Attendance Reporting required by the State (P1, P2, and Annual)
- Ensure that District and State required items are on the Board Agenda
- Prepare for and Oversee Audit so that it is delivered timely
- Annual Statement of Information

Have anything else that comes your way? Send it to us and we can help you figure it out.

### **Executive Director Coaching and Strategic Thought Partnership**

Using her Masters in Spiritual Psychology and her experience as a seasoned C level executive, Carrie supports leaders as a strategic thought partner, a cheerleader, and an accountability partner. She works with leaders on setting and accomplishing goals, increasing greater self awareness and confidence, and enhancing management tools. Carrie opens leaders up more fully to their innate strengths and assets allowing them to make even greater impact within their community.

### **Other Resources Available**

As part of the service fee, CoCoSPA will have access to an Accountant/Payroll Analyst (TBD) and a seasoned retired Chief Business Officer (Walter Wallace).

### **Walter Wallace**

As a retired school business manager with over 35 years experience in charter schools and school districts, Walter will provide consulting to HARNESS as part of this contract to ensure that all accounting, payroll, retirement reporting is set up in accordance with the most recent regulations and authorizing laws.

### **Systems**

HARNESS is committed to using the latest technology to streamline and automate all finance, accounting, payroll and HR processes. CoCoSPA will have

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online access to all systems that includes HR/Payroll System (Rippling), Spend Management System (RAMP) and the Accounting System (Quickbooks Online).

### **Testimonials**

“When I stepped into the CEO role to turn around ICEF Public Schools, Carrie played a crucial role in my success. She closed 6 months of books in 4 weeks in a different accounting system than she was used to. She gave me an accurate picture of our financial position so that I was able to make the necessary decisions to ensure survival. During this challenging time, Carrie stayed positive and was a trusted partner. I am forever grateful to Carrie for her hard work, determination, and expert financial skills.”

~Parker Hudnut, CEO, ICEF Public Schools

“After just a few short weeks of being appointed the Executive Director for New West, it became clear that the school had already ran into financial trouble in their first year of operation. Like many new schools most of the financial issues that arose were as a result of overwhelmed management and inexperienced back office staff. In addition, The California Department Education department had just assigned someone from the Fiscal Crisis Management Assistant Team (FCMAT) to our school. Given these circumstances, it was clear that we needed a highly experienced financial expert that we could trust to help us not only resolve the immediate fiscal problems but to put us on the right track for long term growth and financial stability. Carrie Wagner stepped in to quickly determine our financial position and recommended strategies to be employed to turn our financial situation around. She was able to establish strong rapport with the FCMAT auditor who later became a lifetime supporter of our school. Carrie turned what could have been an existential crisis for our school into a positive, making our school so much stronger in the long term. It is no understatement that without Carrie's level of financial knowledge, practical advice and genuine desire to see our school succeed in difficult times that we would not be here today... 18 years later we are thriving as a direct result of her very clear, very sound fiscal advice!”

~Dr. Sharon Weir, Principal/Executive Director, New West Charter School

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“I have known Carrie for over a decade and worked with her while she was at ExED and at GALS. I have always found her to be extremely responsive and thorough. I believe working with Carrie would be a positive experience for any charter school looking for quality service. If I were not enjoying my retirement, I would love to work with her again myself.”

~Dr. Robert C. Perry, Ph.D., Administrative Coordinator (Retired), Charter Schools Division, Los Angeles Unified School District

### **Pricing**

The cost for the services is a flat fee of **\$12,000** per month. These services start on June 1, 2023 in order to include the cost of implementation and go through June 30, 2024.

The expectation is that the current service provider, EdTec, will oversee the year end close and audit for the 2022-23 school year.

### **Conclusion**

It is a pleasure to submit this proposal to CoCoSPA. Do not hesitate to ask questions. I look forward to the opportunity to work with you!

Sincerely,

A handwritten signature in black ink, appearing to be "Carrie Wagner", written in a cursive style.

**Carrie Wagner**  
CEO and Founder  
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# Contra Costa School of Performing Arts

Charter School Business Services

March 20, 2023



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# Cover Letter

03/20/2023

Contra Costa School of Performing Arts

Dear Ms. Byers,

Thank you for the opportunity to submit a back-office services proposal for Contra Costa School of Performing Arts. Attached is our Proposal for Back-office Services outlining our firm's experience and qualifications as well as including a price quote for our set of comprehensive back-office services beginning in July 1st, 2023. CoCoSPA is the ideal size to maximize the financial benefits of acquiring a back-office instead of hiring multiple in-house staff to accomplish the numerous tasks completed by our comprehensive team. To summarize the key points of our proposal and our strengths:

## **Premier "Hands-On" Customer Support**

At 50 employees and over 40 charter school clients, DMS has the knowledge and breadth of services to provide a full experienced and consistent team for your specific needs, consisting of a Finance Director, Assistant Finance Director, Accounts Payable Specialist, and Payroll Specialist. We can ensure our full attention and greatest possible level of hands-on support to assist in creating and maintaining a positive relationship between your school and authorizer.

## **Comprehensive Services Including 100% In-House Payroll**

DMS handles all payroll in-house, removing the need for a secondary outsourced provider. We also handle all retirement and payroll tax reporting. By handling payroll directly, we increase accuracy, reduce errors, and give CoCoSPA full control over your payroll process.

## **Long-term Financial Strategy Support**

Rather than simply providing bare-bones services, one of our firm's greatest strengths is helping boards and on-site financial management understand how your data impacts you now and in the future, which is key to making informed strategic long-term decisions. This is especially important with today's charter industry. Please see our sample "Monthly Financial Update" on page 25 for an example of our financial reporting.



# Cover Letter

## Focus on Accuracy

At DMS, we prioritize the importance of accuracy throughout all of our interactions with our clients, their staff, and their vendors. We have implemented multiple systems of controls and cross-checking, including (a) uploading of invoices with timestamp and permanent file retention available to both School and DMS; (b) second reviewer of all outgoing mail to confirm addresses and amounts; (c) 24/7 access to all paid invoices in PDF format on our DMS-SHARE portal; and (d) 24/7 access by School staff and board to accounting system and GL to view any and all transactions.

We look forward to the opportunity to work together with CoCoSPA and thank you in advance for your consideration of our proposal. If there are any questions or requests for clarification on any part of this Proposal, please do not hesitate to let us know.

Sincerely,

A handwritten signature in black ink, appearing to read "Joanne J. Fountain", with a long horizontal flourish extending to the right.

Joanne Fountain, CEO

Delta Managed Solutions, Inc.

# Company Overview

## Stay student focused – we cover the rest.

When you first envisioned your charter schools, you focused on the students and how you could make positive changes in their education. Paperwork and business services were likely the last things on your mind. However, not paying sufficient attention to these details can lead to sizeable problems and quickly erode your relationship with your authorizers. Authorizers take their oversight role very seriously, and your compliance requirements continue to increase. You can no longer afford to learn the administrative details as you go, and the importance of a rock-solid business services partner with a strong reputation for integrity and accuracy is more important than ever.



DMS was formed to fill a pressing need for Charter Schools – namely, solid, quality business services and oversight at a reasonable cost. From our experience working with charter schools, we saw many schools in these two categories:

- a) Charter schools buried in paperwork; focusing too many of their internal resources on manual data entry and/or trying to keep up with complex financial and compliance-related matters, and
- b) Charter schools “kept in the dark” by your authorizing entity or other business service providers, but provided with little ongoing visibility or feedback on the school’s financial condition.

At DMS, we strive for a healthy balance by handling the administrative duties for your school without taking control, making a priority of regular communication with staff and your Board about how your school is doing, and letting you get back to the real business of your charter school: educating children.

The efficiencies and cost-effectiveness of DMS result from a combination of highly-qualified staff and technology that allow automation of many business services. The Leadership Team at DMS has over six decades of collective experience in education, educational finance, banking, law, and business operations.

As shown in the following pages, we offer the full range of business services to fit the needs of your school, including expert financial and strategic planning and a full-service comprehensive suite of back-office administrative services.

# Scope of Services

Our trained support professionals offer a complete range of back-office services designed to smoothly and efficiently meet your schools' business services needs.

## Fiscal Services

### Accounting

All accounting and bookkeeping functions using enterprise-class school accounting software with monthly reporting to the Board of year-to-date budget vs. actual, trends, and projections.

### Budgeting

Oversight and advisory role during initial and ongoing budgeting process, assisting staff and Board with recommendations where requested, submitting all current budgets as well as petition budgets for charter petition and/or expansion.

### Accounts Payable/Receivable

Timely processing of all invoices, 24/7 online access to copies of all invoices, maintenance of solid vendor relationships, establishment of credit as an independent school, and coordinating with county and authorizer staff to ensure timely and accurate apportionment transfers.



### Online Access Whenever You Need It

Monitor key financial information via our secure online portal containing: Accounting/General Ledger Data, Purchasing Data, Invoice Copies, Archived Documents and Budget Visibility.



# Payroll, Retirement & HR Support

## 100% In-House Payroll

All payroll functions performed entirely in-house including tax & benefit deductions/contributions. DMS coordinates new hire paperwork, DOJ account set-up, and processing of leave and termination documents. Supporting your school's new and/or existing participation in all health and supplemental retirement plans, including 401(a), 403(b), 457, HSA, and Section 125.

## STRS/PERS Retirement Reporting

Integrated CalSTRS and CalPERS reporting across all California counties, including establishing retirement accounts for new charter entities and retirement audit support for current and prior fiscal years.

# AP, Purchasing & Procurement

## Purchasing

All payable functions are performed entirely in-house, including use tax & 1099 filings. Coordinating paying invoices matching to purchase orders, integrating with purchasing systems (if applicable) for automated "data bridge" import of PO data into MIP, and E-Commerce web-based purchasing. Weekly scheduled check runs, processing payments of payroll liabilities and following up with vendors on statements. Monthly Warrant Reports are provided for Board meetings after bank accounts are reconciled.

## Credit Card, Debit Card, or Purchasing Card Setup

Integrated card management for authorized staff purchases.

# Compliance and Reporting

## Federal, State, CALPADS and ADA Reporting

Assisting with any required state reporting, Facility Grants, Special Education, ESSA (Title I-IV), other categorical reporting, CALPADS, and periodical attendance reporting.

# Fiscal Services

## Overview

Our dedicated Finance Directors and Fiscal Team have decades of direct hands-on experience working with California charter schools, making sure you & your Board are informed and up to speed.

## Integrated Accounting System

The core of your schools' financial stability is a strong accounting system. Many back-office providers attempt to cut costs in this area by using free open-source software or other low-cost solutions. At DMS, we recognize how mission-critical this system is, and we have invested in a fully integrated, enterprise-class accounting system utilizing the State-approved Chart of Accounts and Common Elements for Accounting and Reporting to provide this for you.

MIP Fund Accounting™ is built from the ground up to serve mid-sized nonprofit organizations, and is currently used by numerous charter schools throughout California and Nevada as well as thousands of nonprofits nationwide. MIP has also been extensively customized to handle the specific needs of independent charter schools, and has robust import-export features to allow integration with existing legacy applications at your school. DMS is also able to facilitate custom application programming interfaces (APIs) in situations where even greater customization is needed for our clients. Best of all, MIP allows all authorized school personnel to view transactions, run reports, and analyze all of your fiscal information 24/7/365 via secure password-protected access.



## **“DMS-SHARE” Online Portal**

DMS-SHARE is our proprietary online portal, giving you instant visibility to your financial documents. As part of our integrated DMS service, we scan all invoices, payments, payroll data, bank statements, budget reports, and other key financial data and store it on our secure password-protected site so you can access it 24/7/365. All information is sorted into multiple folder levels for easy reference (fiscal year, vendor name, invoice number, etc.). DMS-SHARE also serves as your secure upload link, allowing you to easily transfer information to DMS with a permanent timestamp and record of upload, minimizing the risk of items getting lost in transit or “falling through the cracks”. DMS-SHARE is hosted on our own secure server and backed up multiple times daily onsite and to the Cloud, minimizing the risk of data loss or unauthorized access.

## **New & Renewing Charter Support**

As charter school compliance requirements continue to expand, having complete and accurate financial projections in your charter petitions is more important than ever. At DMS, we provide comprehensive support for the financial side of your expansion and merging activities, including preparing all financial projections, reviewing narrative in conjunction with your legal counsel, and attending public hearing and approval meetings with potential authorizers. Our DMS staff has years of experience in helping charters navigate these negotiations and we look forward to applying this knowledge to help you and your school meet your goals.

## **Access to Real-Time Data**

DMS provides a DrillPoint report which allows immediate accessibility of financial data, allowing you to easily review multiple segments of your operations and compare to budget in a user-friendly spreadsheet format. You can refresh the data at any time for up-to-date figures that come directly from our MIP Accounting software.

# Payroll, Retirement and HR Support

## Overview

By performing all payroll and retirement services 100% in-house, DMS is able to ensure accurate and timely payroll information and retirement reporting for your staff. Our primary goal is giving you the peace of mind to know your staff is paid on time and in full.

## Online Employee Portal Support

As automation and cloud-based HR and payroll solutions become more and more common, a useful new tool is the “Employee Services Portal” concept, allowing your school to track employee hours and other information automatically online, if desired for your organization. DMS uses the Employee Web Services™ (EWS) module within our MIP Fund Accounting software, which is fully integrated with the Human Resources and Payroll modules within MIP. This allows you and your staff to enter timesheet and HR information from multiple locations, all of which is then seamlessly integrated and transferred to the HR and Payroll modules for processing. Our staff offers training and support for you at all steps of our implementation process, ensuring you and your team get maximum benefit from our online employee portal.





## Employee Benefits Support

Keeping track of the “alphabet soup” of HSAs, 403(b)s, 401(a)s, TPAs, 457s, etc. can be challenging for any charter school leader, and DMS can help you navigate all of your school's benefit options. Over the years, we have developed excellent working relationships with most major benefit providers to California charter schools. As DMS is fully independent and does not collect any fee or remuneration from any benefit provider, we can help you obtain and compare quotes from a realm of potential providers, allowing you to obtain the best possible benefit options for your staff. In addition, we can bring valuable perspective gained from serving dozens of similar charter schools in your situation, letting you know how other schools have approached similar benefit issues.

## CalSTRS/CalPERS Reporting

Reporting retirement information for your employees to CalSTRS and CalPERS can be one of the most daunting and complex areas of compliance for your school. The technical reporting requirements can be highly complex and vary from county to county, and since your staffs' retirement depends on this information, it's critical that your provider has the expertise and capacity to handle this correctly.

Our DMS Payroll Team has decades of collective experience in this area, and we handle hundreds of CalSTRS and CalPERS reports each year in dozens of California counties. We maintain strong working relationships with COEs, CalSTRS, and CalPERS staff throughout the State, and will apply this expertise to make your CalSTRS/CalPERS reporting accurate, timely and painless. In fact, DMS was the first firm to be approved by Los Angeles County to report directly to LACOE rather than through a third-party consultant.

# AP, Purchasing & Procurement

## Overview

DMS has multiple purchasing & procurement solutions to fit your school's needs, including specialized support or other solutions if desired. We understand the need to be adaptive and responsive in today's charter world.

## Purchasing Support

Like Accounts Payable, Purchasing is an area where accuracy and a documented process are critical for success. We provide support for a wide variety of purchasing options that best suit your particular school's needs, allowing for local control and approval of your purchasing process while ensuring accuracy in coding and vendor management. During implementation, we can help you develop and fine-tune a simplified purchasing process that meets all audit control standards, which minimizes unnecessary bureaucracy and red tape for your staff. For charter organizations with more complex needs, we can assist in a robust purchasing solution with multiple approval chains, e-commerce integration, and additional DMS purchasing support and training throughout the process. We have also developed automated purchasing integration tools to import purchase order and vendor information into our enterprise-class accounting system, reducing the workload on you and your staff as much as possible.



## Accounts Payable/Receivable

The keys to successful accounts payable for any organization are accuracy, timeliness, and established procedures. DMS has nearly 20 years of experience in refining our accounts payable process for our clients and are always continuing to improve our process to ensure rapid, error-free processing of your critical payments. We offer a variety of processing options, including our Direct Pay™ and Direct Pay With Support™ options to minimize administrative workload on your staff, and our accounting system provides real-time visibility to all vendor invoice activity and payments. Additionally, we electronically maintain copies of every invoice and payment we make for you, which are all available 24/7 on our DMS-SHARE online portal.

## E-Commerce Purchasing

“E-Commerce Purchasing” refers to automatically linking a retailer’s shopping cart (Amazon, Staples, etc.) within your own purchasing system, so that your completed order is instantly converted into a purchase order in your own system with all line item details included! Our MIP accounting system uses the Microix purchasing module to provide this e-commerce functionality. Depending on the individual purchasing needs of your school, being able to automatically transfer all transaction details from Amazon, Staples, and others, can be a huge time savings while improving accuracy. DMS can help set this up for you and your staff, as well as provide on-site training on how to use it.

# Compliance & Reporting

## Overview

Accuracy in compliance & reporting are more important than ever. We keep a pulse on all legal, legislative and State reporting changes that may affect your organization, ensuring your information is precise.

## Federal & State Categorical Reporting

Participating in categorical programs (Title I, special education, etc.) provides additional revenues for your school, but can add a huge administrative workload for you and your staff. DMS does the heavy lifting for you in meeting the financial reporting and compliance requirements of all of your federal and state categorical programs, minimizing the time and effort required by your own staff. We also take care of applications for various categorical grants and state programs (including the PCSGP startup grant).

In general, we handle all Consolidated Data Reporting System (CARS) reporting, Quarterly Cash Management reporting, special education Maintenance of Effort, Public Charter Schools Grant Program expenditure reports, SB740 funding determination forms, Facility Grant applications, and much more!



## LCAP Tracking And Support

These days, it seems as though a new and more complex LCAP template is released every year, requiring more and more of your staff's time and attention. DMS can help with all financial aspects of the LCAP, including guidance with the Federal Addendum, calculating Supplemental/Concentration Grant funding, and budgeting the cost of individual actions/services to achieve your LCAP goals.

DMS has also established systems to help you track your spending progress during the year by using specialized coding to track each LCAP goal/action individually. This allows you to see how you are progressing towards meeting each action, giving you and your stakeholders visibility and transparency on your LCAP's ongoing success.

## 100% SACS-Based Budgeting

Unlike most other back-office providers, DMS handles all accounting and budgeting using the "Standardized Account Code Structure" (SACS) approved by the State. Because all charter authorizers statewide use SACS for all their own accounting, having all of your accounts in 100% SACS demonstrates that your organization takes financial reporting seriously and improves relationships with your oversight entity and your independent auditor by making your financial picture visible and transparent. Internally, it allows for you to separately track multiple funding sources, sites, programs, LCAP goals/services, and even individual student spending accounts, preventing co-mingling of funds. Having this level of granular control over your budgets and accounts gives you and your Board maximum visibility of your financial picture.

# The DMS Difference

## ✓ Charter School Specialists

Founded and managed by specialists with over six decades of combined experience in educational finance, banking, law, and business operations.

## ✓ 100% In-House Services

Completing all services in-house (including PERS reporting) without outsourcing any functions ensures the integrity and accuracy of our data.

## ✓ 24/7 Online Access to Finances

Monitor key financial information online via our secure client portal.

## ✓ Dedicated Support Teams

Our teams are assigned to serve specific schools, so you always work with the same dedicated professionals.

## ✓ Non-Classroom-Based Specialists

Extensive experience with compliance, individual student accounts and K-12 Audit Guide compliance.

## ✓ Continual Legislative Updates

Constant monitoring and updates of all legal and legislative changes that affect your school's finances.

## ✓ 100% Employee-Owned

All our employee-owners are motivated to provide you with the highest level of service. Your success is our success!



# Why DMS employee-ownership is good for your school



Participative employee-owned companies outperform their non-employee owned counterparts due to increased employee engagement and involvement. Since every employee is an owner, they all care like owners – resulting in better customer service and higher client satisfaction.

Much like engaged students do better – so do engaged employees. In 2011, DMS established our ESOP (Employee Stock Ownership Plan) to ensure each DMS employee-owner has a personal stake in your school’s success. In 2017, we became 100% employee-owned.

Our employee-owners are dedicated to providing high quality customer service ensuring all our client schools are fully and accurately supported. Creating a company where employees think and act like owners means better collaboration with you, more responsiveness to you, and more innovative problem-solving for you – allowing us to succeed together!



# Leadership Team

Our dedicated team of employee-owners provides a wealth of knowledge and experience in all aspects surrounding business services for charter schools. Coming from a range of backgrounds including educational finance, banking, legal, business operations, and accounting, we are ready to answer any questions about how we can partner together and allow your schools to better serve California's children.



## **Joanne Fountain, CEO**

Ms. Fountain, CEO of Delta Managed Solutions, Inc., is a former charter school Executive Director with 8 years of experience from Dixon Montessori Charter School and previous educator with over 20 years of experience in California and Nevada. She provides the first-hand knowledge necessary to successfully bridge the gap between finance and education as she leads the DMS team to fully serve all clients.



## **Karl Yoder, CFO**

Mr. Yoder is the co-founder and CFO of DMS, and a recognized expert statewide in charter school finance. Prior to his 17 years in this position, Mr. Yoder provided financial advisory services since 1990 for over 200 California governmental entities and was the sole or senior advisor on over \$500 million in municipal financings, including many charter schools.



## **Berenice Ocegüera, Controller**

Ms. Ocegüera began her career at DMS in 2013 and is dedicated to supporting our team with her experience in business management and finance. She works to help develop internal strategic planning based on staff and client needs to ensure DMS's long-term success. Ms. Ocegüera holds a BA in Economics from the University of California, Davis.





**Heather Crowley, Department Head - Accounting**

Ms. Crowley began with DMS in 2013 as an Administrative Assistant and has held several additional positions within DMS, including Accounts Payable Specialist and Assistant Finance Director. Currently, she leads a dedicated team of Assistant Finance Directors, who work diligently to ensure clean financial data, timely reporting, & accurate SACS coding for all our schools.



**Kari Wallace, Department Head - Payroll Services**

Ms. Wallace, MBA, began with DMS in 2010 and has 20+ years of experience in the education industry. She has HR/Payroll experience in multiple states and extensive public retirement experience that ensures our schools are in compliance with all labor and retirement.



**Destiny Deaton, Department Head - Accounts Services**

Ms. Deaton began with DMS as an Accounts Specialist in 2015 and has since grown into the supervisor role and a member of our Leadership Team. Her 20+ years of experience in accounting are invaluable to the success of our schools.



**Thomas Richard, IT Manager**

Mr. Richard began his career with DMS in June of 2015 as an IT & Payroll Specialist and held a position as Payroll/HR Administrator and IT Assistant for 7 years prior to that. Mr. Richard has since elevated to our IT Manager where he manages and supports all aspects of our IT systems and network.



# Service Excellence

Customer satisfaction for you and your boards is extremely important to us. Take a look at what our clients have to say about what you can expect from our dedicated service team!

“DMS has always provided excellent service and support for our school. Our board believes choosing DMS when we first started was one of our best decisions.”

– Jenni Allen-San Giovanni, Director, Alder Grove Charter School; Client since 2006

“I trust DMS’ expertise for financial planning and human resources. I can focus on the important part of my job: educating kids.”

– Shelly Blakely, Director, Golden Eagle Charter School; Client since 2005

“The service from DMS has been exemplary and on a professional, knowledgeable, yet friendly level that far exceeds our school’s expectations. Nothing ever seems to be too much trouble to DMS and its staff, and I am made to feel unique, never feeling that I am just one of many clients.”

– Debi Gooding, Executive Director, The Learning Choice Academy; Client since 2004

“DMS has done more for us in 3 weeks than our former business service provider did in 3 years.”

– Dr. Troy David Dockery Sr., President, DLDSS Charter School; Client since 2011

“I have never been more pleased with any product I have purchased either professionally or personally. DMS has delivered everything it promised and much, much more. Frankly, if we had not found DMS, our school would not exist now. The service is prompt, courteous, and expert.”

– James Ferreira, Principal/Superintendent, Yuba City Charter School; Client since 2012

“As an independent charter school, we found the services provided by DMS to be a crucial part of our ability to successfully navigate the financial waters of California school finance.”

– Denise Patton, Ed.D, Executive Director, San Jose Charter Academy; Client since 2011

“DMS stands apart for its expertise in charter school backoffice business services. With their consistent presence at charter school conferences and California Department of Education meetings, I am secure knowing they are up-to-the-minute on ever-changing legislation pertaining to charter schools.”

– Terri Schiavone, Executive Director, Golden Valley Charter Schools; Client since 2012

# Pricing

When comparing business service providers, the level of services can vary widely from one provider to another. Typically, providers who offer the lowest cost often do so by pushing most of the labor-intensive work back onto the school, hiring inexperienced staff, and/or investing in inadequate software solutions. This allows for a low quoted price but can end up costing your school far more in wasted time and effort.





At DMS, we pride ourselves on offering the highest possible level of service and on site support to you at a competitive price, minimizing the workload of your on-site staff. Here are some key features of our DMS service package:

- 100% in-house services including payroll, customized to your needs (including direct payroll tax and STRS/PERS reporting).
- Expanded financial reporting to your Board, including Monthly Financial Updates, Warrant Reports, and detailed narrative and explanations on how current events at the local and state level will impact choices.
- Timely processing of all AP/AR invoices and receivables, coordinating/developing efficient purchasing processes, and apportionment transfer oversight.
- Assistance and support on federal and state categorical compliance, including SB740, Title I-V ESSA, NSLP, Quarterly Cash Management, startup grants, etc.

We typically offer our comprehensive back-office services at 2-5% of total revenues as this is the recommended cost range for business services by charter advocacy organizations. This can vary depending on size, complexity, and services.

**For Contra Costa School of Performing Arts, we are able to offer a monthly service fee at approximately 2.95% of your total revenues. According to your MYP as of Jan. FY2023, this is approximately \$12,625 per month.**

**Other than a one-time implementation fee equal to one month's cost, there are no additional charges for travel or any out-of-pocket expenses.**

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# Sample Monthly Financial Update

The following attachment is a sample Monthly Financial Update which will be provided to you and your Board. Our expert staff is willing to be present at your Board meetings, either in person or virtually, to explain the details and answer any questions.



# Sample Charter School

**DMS Monthly Update**  
**Actuals through: 09/30/2020**





## SAMPLE SUMMARY NARRATIVE

This report is intended to provide a financial update comparing the July Budget with actuals through the most recent completed month. Along with an update on the financial health of the organization, these updates are a means to review and detect coding and budgeting issues and to make corrections throughout the year. Reviewing and collaborating together on a monthly basis to thoughtfully address these issues, especially early in the year, are the key to successful financial reporting.

Sample Charter's management and the DMS Finance team have been working closely to update and correct the existing board-approved July Budget in preparation for the upcoming First Interim Budget, and are closely monitoring year-to-date actuals to ensure that all line items have been reviewed and confirmed as accurate for First Interim. At this point with 25% of the year (3 months) completed, compensation and benefits are right on track with where we would expect them to be. There are some line items to be adjusted during the First Interim Budget process as well as some coding adjustments to be made; these are noted on the Detail Revenue & Expense reports. While Operating Expenses are well in-line with where they should be this time of year, there are a few line items worth keeping an eye on and address during First Interim Budget Process.

The state funding deferrals will cause a cash flow gap in Spring 2021 that Sample Charter will need to borrow to cover, probably about \$450k for 6-8 months, and then all paid back in Fall 2021 when the deferrals come in. We have several available options to choose from and will be bringing those options to the Board in coming months for a final decision on how best to cover this cash flow gap, but we do not foresee any negative impact to operations at this time.

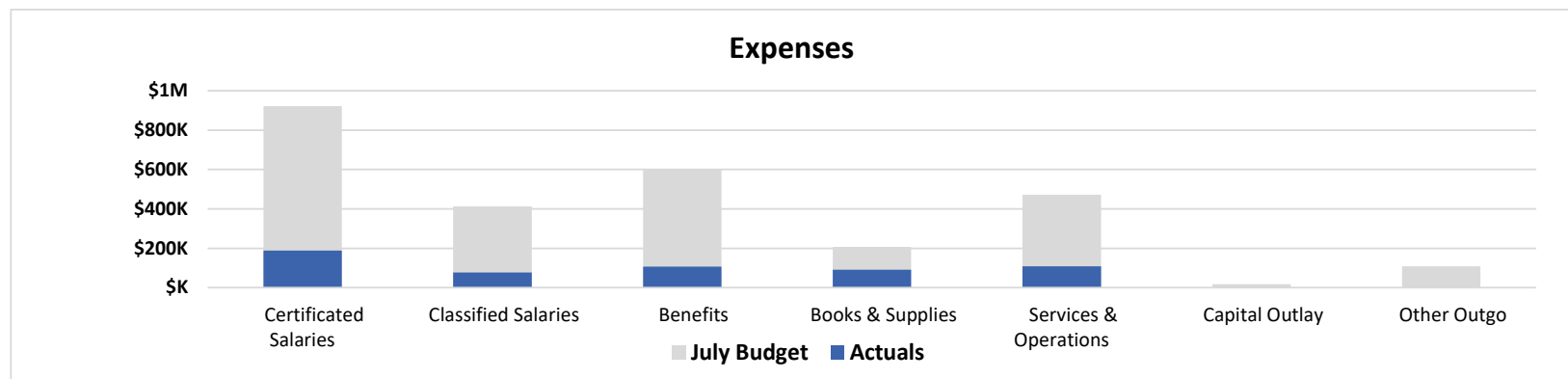
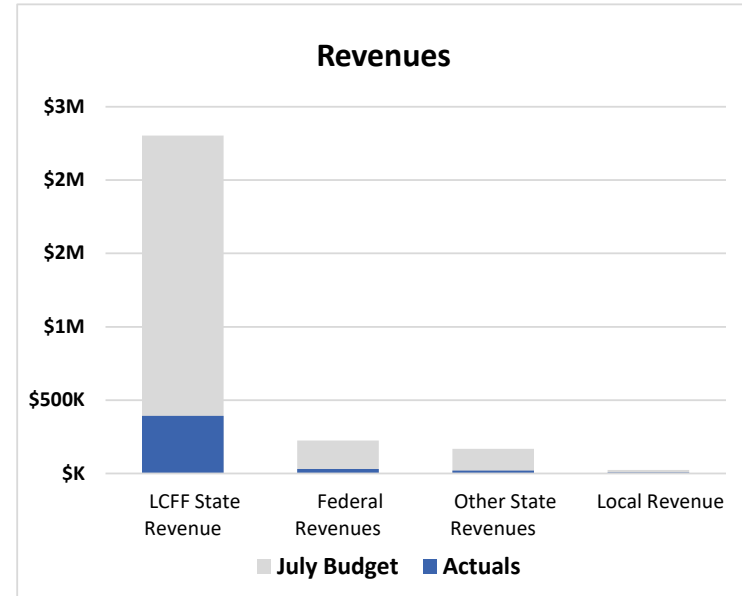
*[Alternate text for school w/no cash flow gap]* Sample Charter continues to demonstrate fiscal stability and is projected to meet all obligations as scheduled. DMS and Sample Charter's management continue to monitor the political and economic landscape in an effort to anticipate potential impacts on the schools.

*[This page will be customized based on each monthly analysis for your school and provide the pertinent information to your board as a quick snapshot, including any reporting or upcoming deadlines that both DMS and the school should be aware of.]*



### SAMPLE CHARTER SCHOOL 2020-21 DMS Monthly Update Budget vs Actuals Summary

Budget vs Actuals	July Budget	Actuals 9/30/2020	% of Budget
<b>ADA</b>			
<b>Revenues</b>			
LCFF State Revenue	2,304,743	391,552	17%
Federal Revenues	225,090	30,532	14%
Other State Revenues	167,930	20,023	12%
Local Revenue	23,867	6,960	29%
<b>Total Revenues</b>	<b>2,721,629</b>	<b>449,066</b>	<b>16%</b>
<b>Expenditures</b>			
Certificated Salaries	922,166	188,882	20%
Classified Salaries	412,731	77,690	19%
Benefits	601,195	107,133	18%
Books & Supplies	207,832	91,357	44%
Services & Operations	472,215	108,646	23%
Capital Outlay	18,000	0	0%
Other Outgo	108,000	0	0%
<b>Total Expenditures</b>	<b>2,742,140</b>	<b>573,708</b>	<b>21%</b>
<b>Operating Income/(Loss)</b>	<b>(20,510)</b>	<b>(124,641)</b>	<b>25%</b> % of Year



**SAMPLE CHARTER SCHOOL**  
**2020-21 DMS Monthly Update**  
**Budget vs Actuals Detail**

Actuals vs Budget	Object	Description	July Budget	Actuals 9/30/2020	% of Budget	Comments/Notes
<b>Revenue</b>						
LCFF Revenue						
	8011	LCFF General Entitlement	2,058,288	391,552	19%	
	8012	EPA Entitlement	46,838	0	0%	
	8096	In-Lieu-Of Property Taxes	199,617	0	0%	
Total LCFF Revenue			<b>2,304,743</b>	<b>391,552</b>	17%	
Federal Revenue						
	8220	School Nutrition Program-Fede	41,484	3,916	9%	
	8260	Forest Reserve	26,508	0	0%	
	8290	Other Federal Revenue	157,098	26,616	17%	
	8295	Prior Year Federal Revenue	0	0	0%	
Total Federal Revenue			<b>225,090</b>	<b>30,532</b>	14%	
Other State Revenue						
	8311	AB602 State SpEd Revenue	92,479	0	0%	
	8520	School Nutrition Program-State	4,500	360	8%	
	8550	Mandated Cost Reimbursemen	4,684	0	0%	
	8560	State Lottery Revenue	46,604	0	0%	
	8590	Other State Revenue	19,663	19,663	100%	
Total Other State Revenue			<b>167,930</b>	<b>20,023</b>	12%	
Local Revenue						
	8634	Student Lunch Fees	15,915	2,271	14%	
	8660	Interest Income	0	125	0%	
	8699	Other Revenue	7,952	4,564	57%	
Total Local Revenue			<b>23,867</b>	<b>6,960</b>	29%	
<b>Total Revenue</b>			<b>2,721,629</b>	<b>449,066</b>	16%	

**SAMPLE CHARTER SCHOOL  
2020-21 DMS Monthly Update  
Budget vs Actuals Detail**

Actuals vs Budget	Object	Description	July Budget	Actuals 9/30/2020	% of Budget	Comments/Notes
<b>Expenditures</b>						
Certificated Compensation						
	1100	Teacher Compensation	675,918	123,641	18%	
	1150	Teacher Stipends/Extra Duty	8,050	10,253	127%	COVID-19 Related, will need to revise at First Interim
	1200	Student Support	35,817	6,416	18%	
	1250	Support Stipends/Extra Duty	0	2,557	0%	
	1300	Certificated Administrators	202,381	46,014	23%	
Total Certificated Compensation			<b>922,166</b>	<b>188,882</b>	20%	
Classified Compensation						
	2100	Instructional Aides	200,907	23,809	12%	
	2150	Instructional Aides Stipends	0	322	0%	
	2200	Pupil Support Administration	114,079	22,068	19%	
	2300	Classified Administrators	30,643	7,767	25%	
	2400	Clerical & Technical Staff	67,102	23,725	35%	
Total Classified Compensation			<b>412,731</b>	<b>77,691</b>	19%	
Employee Benefits						
	3101	STRS Certificated	154,117	30,217	20%	
	3302	OASDI/Medicare Classified	42,954	8,652	20%	
	3401	Health Care Certificated	275,339	43,120	16%	
	3402	Health Care Classified	109,787	20,872	19%	
	3501	Unemployment Insurance Cert	667	1,418	213%	Need to re-evaluate budget - based on participation in School Emp Fund
	3601	Workers' Comp Certificated	12,829	1,831	14%	
	3602	Workers' Comp Classified	5,502	1,022	19%	
Total Employee Benefits			<b>601,195</b>	<b>107,133</b>	18%	
Books, Materials, & Supplies						
	4310	Materials & Supplies	80,001	65,191	81%	More purchasing at beginning of FY, will revise as needed at First Interim
	4315	Other Materials	0	1,439	0%	
	4320	Office Supplies	7,500	6,973	93%	More purchasing at beginning of FY, will revise as needed at First Interim
	4330	Meals & Events	3,000	136	5%	
	4400	Non-Capitalized Equipment	87,331	10,731	12%	
	4700	School Nutrition Program	30,000	2,193	7%	
Total Books, Materials, & Supplies			<b>207,832</b>	<b>91,357</b>	44%	

**SAMPLE CHARTER SCHOOL  
2020-21 DMS Monthly Update  
Budget vs Actuals Detail**

Actuals vs Budget	Object	Description	July Budget	Actuals 9/30/2020	% of Budget	Comments/Notes
Services & Other Operating Costs						
	5200	Travel & Conferences	2,000	491	25%	
	5210	Mileage Reimbursements	6,000	696	12%	
	5300	Dues & Memberships	5,000	7,291	146%	Will revise at First Interim by reallocating budget from professional services for charter advocacy (CSDC/CCSA) memberships
	5400	Insurance	39,092	15,951	41%	
	5500	Operations & Housekeeping	16,500	6,624	40%	
	5510	Utilities (General)	59,000	8,145	14%	
	5610	Facility Rents & Leases	40,000	12,253	31%	
	5620	Equipment Leases	16,000	2,232	14%	
	5630	Maintenance & Repair	5,000	968	19%	
	5800	Professional Services - Non-ins	73,000	5,675	8%	
	5802	Professional Development	33,505	8,305	25%	
	5810	Legal	15,000	1,830	12%	
	5820	Audit & CPA	10,000	0	0%	
	5825	DMS Business Services	73,800	24,600	33%	
	5836	Instructional Transport	15,000	982	7%	
	5840	Advertising & Recruitment	1,200	100	8%	
	5850	Oversight Fees	23,047	0	0%	
	5855	Interest Expense - Short Term	0	0	0%	
	5860	Service Fees	2,671	105	4%	
	5870	Livescan Fingerprinting	1,500	830	55%	
	5880	Instructional Vendors & Consul	10,000	5,232	52%	
	5900	Communications	12,000	5,979	50%	
	5930	Postage	2,900	355	12%	
	5940	Technology	10,000	0	0%	
<b>Total Services &amp; Other Operating Costs</b>			<b>472,215</b>	<b>108,645</b>	<b>23%</b>	
Capital Expenditures						
	6900	Depreciation	18,000	0	0%	
<b>Total Capital Expenditures</b>			<b>18,000</b>	<b>0</b>	<b>0%</b>	
Other Outgo						
	7221	Apportionment Transfer	0	0	0%	
	7299	Encroachment	108,000	0	0%	
<b>Total Other Outgo</b>			<b>108,000</b>	<b>0</b>	<b>0%</b>	
<b>Total Expenditures</b>			<b>2,742,140</b>	<b>573,708</b>	<b>21%</b>	
<b>Operating Income/Loss</b>			<b>(20,510)</b>	<b>(124,641)</b>	<b>25%</b>	% of Year



**SAMPLE CHARTER SCHOOL**  
**Balance Sheet**

Balance Sheet	Object	Description	Total as of 9/30/2020
<b>Assets</b>			
Cash & Equivalents			
	9110	Cash in County Treasury	1,443,620
	9120	Cash in Banks	840,103
	9121	Cash in Banks	119
	9122	Cash in Banks	3,554
	9123	Cash in Banks	4,604
	9124	Cash in Banks	987,183
	9135	Cash with Fiscal Agents	160
Total Cash & Equivalents			3,279,343
Current Assets			
	9200	Accounts Receivable	841,964
	9310	Due from Other Funds	99
	9330	Prepaid Expenses	17,701
Total Current Assets			859,765
Fixed Assets			
	9400	Fixed Assets	0
	9410	Land	552,494
	9430	Buildings	294,584
	9435	Accumulated Depreciation - Buildings	(71,972)
	9440	Equipment	678,536
	9445	Accumulated Depreciation - Equipment	(198,641)
	9450	Work in Progress	98,322
Total Fixed Assets			1,353,322
<b>Total Assets</b>			<b>5,492,430</b>
<b>Liabilities</b>			
Current Liabilities			
	9500	Accounts Payable	42,838
	9502	Life Insurance	509
	9505	Medical Benefits	67,243
	9506	State Disability	(2,801)
	9507	Medicare	406
	9509	Vision	(637)
	9510	Dental	8,834
	9511	Federal Tax	732
	9512	State Tax	(3,464)
	9513	OASDI	(887)
	9514	EFT Direct Deposit	0
	9517	Voluntary 403b	0
	9518	Workers Comp	24,069
	9519	Voluntary Insurance	(1,105)
	9521	Accrued Salary & Wages	127,681
	9523	Child Support Garnishment	6,713
	9524	EWO	(686)
	9525	STRS	62,202

**SAMPLE CHARTER SCHOOL**

**Balance Sheet**

Balance Sheet	Object	Description	Total as of 9/30/2020
	9531	SUI	3,293
	9541	SDI Ajustment	(2,154)
	9550	Prior Year AP	161,589
	9552	Use Tax Payable	590
	9570	Liability - Stale-Dated Vendor Payables	43
	9581	HC Benefit Adjustment	0
	9582	WC Benefits Adjustment	0
Total Current Liabilities			495,008
Long Term Liabilities			
	9610	Due to Other Funds	0
	9640	Current Loans	327,060
Total Long Term Liabilities			327,060
<b>Total Liabilities</b>			<b>822,068</b>
<b>Calculated Fund Balance/Net Assets</b>			
		Fund Balance	4,732,754
		Operating Income/Loss	(62,392)
<b>Net Assets</b>			<b>4,670,362</b>
<i>Proof=Zero</i>			
<b>Total Liabilities and Net Assets</b>			<b>5,492,430</b>

# Sample Monthly Deadlines & Compliance Calendar

The following attachment is a sample  
Monthly Deadlines and Compliance  
Calendar which will be provided to you as  
well. We strive to keep you fully informed  
and aware of what is on the horizon to stay  
ahead & be proactive.





# Monthly Reporting Deadlines & Compliance Calendar

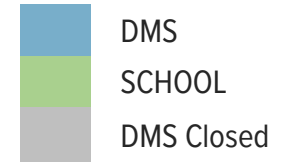
## 2020 - 2021

*This calendar is a sample that can be customized to include any reporting and upcoming deadlines that both DMS and your school should be aware of.*



# Annual Calendar

## 2020 - 2021



### January

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

- 1/10 - Bank Reconciliations and Warrant Report
- 1/15 - Period 1 Attendance Report
- 1/15 - CARS Submission (Winter)
- 1/25 - DMS Monthly Financial Update
- 1/31 - Federal Cash Management Data Collection Q2
- 1/31 - ASES Q2 Expenditure Report
- 1/31 - Use Tax Filing
- 1/31 - W-2 and 1099 Tax Reports

### February

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

- 2/1 - School Accountability Report Card
- 2/10 - Bank Reconciliations and Warrant Report
- 2/15 - Public School Property Tax Exemption
- 2/25 - DMS Monthly Financial Update
- 2/28 - Audit Contract Renewal

### March

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

- 3/10 - Bank Reconciliations and Warrant Report
  - 3/15 - 2nd Interim Financial Report
- Target month to start development of operating budget (July) for the upcoming fiscal year.

### April

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

- 4/1 - Business Property Statements
- 4/10 - Bank Reconciliations and Warrant Report
- 4/25 - DMS Monthly Financial Update
- 4/30 - Federal Cash Management Data Collection 3
- 4/30 - ASES Q3 Expenditure Report
- 4/30 - Use Tax Reporting

# 2021 January



DATE	AREA	Task	Who Completes?
1/10 & 1/15	Accounting	<b>Bank Reconciliations and Warrant Report</b> DMS will complete main operating bank account(s) reconciliation by 1/10 and county accounts by 1/15 if applicable. DMS will also provide a warrant report of all check paid for board review.	DMS
1/15 - Authorizer due date may differ	Compliance	<b>Period 1 Attendance Report (P-1)</b> P-1 reports Average Daily Attendance from July 1 through the last school month that ends on or before December 31. School maintains attendance data and DMS completes the report on your behalf. School is responsible for reviewing the report, signing the Certification Page and submitting to their authorizer.	DMS & SCHOOL
1/15	Compliance	<b>CARS Submission (Winter)</b> The Consolidated Application and Reporting System (CARS) is a data collection system to apply for categorical program funding and report the use of those funds to ensure compliance with federal program requirements.	DMS
1/25	Finance	<b>DMS Monthly Financial Update</b> Monthly board report with actuals through December 31. These updates are means to review and detect coding and budgeting variances/issues and make updates throughout the year. Reviewing and collaborating on a monthly basis is key to successful reporting.	DMS
1/31	Compliance	<b>Federal Cash Management Data Collection</b> Is a web-based data collection application for school receiving Title I, Part A; Title I, Part D, Subpart 2; Title II, Part A; Title III EL; Title III Immigrant; and Title IV, Part A programs under the Elementary and Secondary Education Act of 1965 (ESEA) to report cash balances for each of these programs on a quarterly basis.	DMS
1/31	Finance	<b>ASES Second Quarter Expenditure Report</b> After School Education and Sarety (ASES) online report in ASSIST to report after school education and enrichment program expenses and attendance. DMS submits quarterly expenditure report and school submits first semiannual attendance report.	DMS & SCHOOL
1/31	Compliance	<b>Use Tax Reporting</b> California use tax applies to purchases by nonprofit organizations, including charter schools of taxable merchandise from out-of-state vendors for use, storage, or other consumption in California. When out-of-state vendors don't collect sales tax at point-of-sale, it becomes the responsibility of California purchasers to report and remit sales tax to California Department of Tax and Fee Administration (CDTFA).	DMS
1/31	Year-End	<b>W-2 and 1099 Tax Reports</b> Forms W-2 and 1099-NEC must be furnished to employees and independent contractors and transmitted to the IRS.	DMS

# 2021 February



DATE	AREA	Task	Who Completes?
2/1	Compliance	<b>School Accountability Report Card (SARC)</b> All California public schools receiving state funds must prepare a SARC by February 1 each year. DMS helps with financial data needed for a portion of the report.	SCHOOL w/DMS Support
2/10 & 2/15	Accounting	<b>Bank Reconciliations and Warrant Report</b> DMS will complete main operating bank account(s) reconciliation by 1/10 and county accounts by 1/15 if applicable. DMS will also provide a warrant report of all check paid for board review.	DMS
2/15	Finance	<b>Public School Property Tax Exemption</b> Due to the county assessors office where the school site property is located. Property used by charter schools is exempt from property tax, exemption form must be filed each year.	DMS
2/25	Finance	<b>DMS Monthly Financial Update</b> Monthly board report with actuals through January 31. These updates are means to review and detect coding and budgeting variances/issues and make updates throughout the year. Reviewing and collaborating on a monthly basis is key to successful reporting.	DMS
2/28	Finance	<b>Audit Contract Renewal</b> Only for new charters OR charters whose contracts end following the prior fiscal year. DMS will assist school with process to renew with existing auditor or identify a new one.	DMS & SCHOOL

# Coversheet

## Consultant

**Section:** III. PARTNERSHIP PROPOSALS  
**Item:** B. Consultant  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** CoCoSPA Final Proposal (1).pdf



# Ensuring Sustainability



## *Organizational and Financial Health Assessment and Support for Contra Costa School of Performing Arts*

Prepared for  
Brandy Byers, Executive Director  
and  
Heather Vega, Board President  
Contra Costa School of Performing Arts

Prepared By  
Nicole Assisi, Ed.D.  
Co-Founder and CEO  
Thrive

# Letter of Introduction



Dear Dr. Byers,

Thrive, in partnership with Delta Financial Associates, is happy to present the following proposal to support **Contra Costa School of Performing Arts (CoCoSPA)** with assessment of their organizational and financial health. Over the past three years, alongside the challenges of a global pandemic, CoCoSPA experienced significant leadership transitions, including a new Executive Director and shifts in board leadership. Additionally, financial errors made by back office providers and shifts in enrollment have threatened the longevity of the school. Despite changes in leadership and financial challenges, CoCoSPA remains focused on providing exceptional pre-professional performing arts education in a college and career preparatory environment. With its recent change in leadership, CoCoSPA has a unique opportunity to examine organizational successes and areas for change in order to embrace its next phase of success.

Thrive is an educational nonprofit specializing in creating vibrant places where children and adults thrive. In partnership with Delta Financial Associates, we will leverage our experience leading and managing financials for charter schools. Sabrina Ayala of Delta Financial Associates brings several decades in the financial sector including 12 years as Chief Financial Officer of a successful charter management organization. Dr. Nicole Assisi has seven years of experience as a charter school Executive Director and success in supporting school leaders in identifying priorities and charting the path forward. Together we will support the Executive Director, Leadership Team, and Board of Directors to ensure that school operations and finances are sound, allowing for the long term vision and core values of rigor, relevance, resilience, and relationships to flourish.

As a team, we are responsive, adaptive, and collaborative. We envision working together dynamically as we:

1. **Identify organizational needs and priorities:** work collaboratively with leadership and governance teams to support your school's longevity
2. **Financial Assessment:** understand financial challenges and opportunities to mitigate risks
3. **Path forward:** link arms and forge a path forward so your school thrives

We look forward to working together to create an outstanding future for CoCoSPA that strengthens the commitment to excellent education for all students. We look forward to talking through this proposal and collaborating to create an outstanding future for CoCoSPA that strengthens the commitment to excellent education for all students.

Regards,

*Nicole Assisi Ed.D.*

Founder & CEO

+1 (310) 883-3667

[nassisi@thriveps.org](mailto:nassisi@thriveps.org)





# Scope of Work



1

## Part 1: Identify Organizational Needs & Priorities

**Objective:** To understand the current context of CoCoSPA (including existing constraints, demands, established practices, engagement, communication, and community needs). To provide insight, clarity, and focus in the process of identifying priorities and next steps for the Executive Director and Board.

### Methods:

- Review existing plans for sustainability and long term success
- Interview Board of Directors, leadership team and key stakeholders to understand the existing context of CoCoSPA
- Provide insight and leadership coaching to the Executive Director to support the prioritization of organizational next steps.

**Timeframe:** April-May 2023 - Not to exceed 25 hrs

### Deliverables:

- Road map with a clear vision and next steps
- Site leadership coaching and strategy support

2

## Part #2 Financial Health Assessment

**Objective:** To provide insight to CoCoSPA leadership on their path to building a secure financial future, including day to day operations, and facilities

### Methods:

- Review of current and historical financial documents, actuals, enrollment trends, facilities documents, and audits
- Analyze CoCoSpa's financials in comparison to other similar schools to identify efficiencies and areas of concern and offer suggestions to "right size" the budget
- Evaluate the current facilities financing model and suggest a path forward to support the renegotiation of the current bond as well as offer other facilities options if applicable.

**Timeframe:** April-May 2023 - Not to exceed 25 hrs

### Deliverables:

- Recommendations on how CoCoSPA can build a secure financial future, including day-to-day operations, and facilities



# Costs for Scope of Work



Part 1: Identify Organizational Needs & Priorities	Deliverables	Cost
<p><b>Goal:</b> To understand the current context of CoCoSPA (including existing constraints, demands, established practices, engagement, communication, and community needs). To provide insight, clarity, and focus in the process of identifying priorities and next steps for the Executive Director and Board.</p> <p><b>Timeframe and touchpoints:</b></p> <ul style="list-style-type: none"> <li>- April 2023 - April 2023</li> <li>- Approx 14 meetings</li> <li>- Not to exceed 25 hrs</li> </ul>	<ul style="list-style-type: none"> <li>-Road map with a clear vision and next steps</li> <li>-Site leadership coaching and strategy support</li> </ul>	<p>\$185/hr (not to exceed 25 hours)</p>

Part 2: Financial Health Assessment	Deliverables	Cost
<p><b>Goal:</b> To provide insight to CoCoSPA leadership on their path to building a secure financial future, including day to day operations, and facilities</p> <p><b>Timeframe and touchpoints:</b></p> <ul style="list-style-type: none"> <li>- April 2023 - April 2023</li> <li>- Approx 3 meetings</li> <li>- 25 hrs</li> </ul>	<p>Recommendations for building a secure financial future, including day-to-day operations, and facilities.</p>	<p>\$220/hr (not to exceed 25 hours)</p>

# Terms

## Scope Flexibility and Expansion

The scope of work is flexible and can be updated, changed, or expanded throughout the project by mutual agreement of Thrive and the Project Lead representing the client. Additional work will be scoped, priced, and invoiced separately. No additional work will be performed without your written permission.

## Payment Schedule

Payment is due in two (2) installments upon completion of each project part as scoped out in the two parts above. Thrive is always committed to being responsive to our clients' needs. If a different payment schedule is needed, please let us know. Any work provided outside of the scope of work will be charged at an hourly rate that Thrive will provide through a separately negotiated Scope of Work.

## Travel Expenses

Travel expenses, if/when pre-approved by the client, will be billed separately and at reasonable cost. At this point, we do not anticipate any travel.

## Assumptions

To increase the likelihood of project success we ask that the client provides:

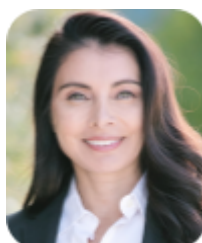
- A primary point of contact to help coordinate, monitor, and encourage the execution of tasks assigned to client's staff.
- An executive sponsor to set internal strategic direction and vision, and remove any obstacles that impede project progress.
- Timely access to staff, data, and documents to allow for efficient information gathering.
- This proposal assumes that the client will assign an individual to lead and a team to support that Project Lead in facilitating meetings (including necessary logistics).
- This proposal assumes that all meetings (beyond those held during an onsite visit) can be conducted virtually via Zoom, Microsoft Teams, or any other preferred virtual team meeting platform.

# Selected Project Team



**Dr. Nicole Assisi**  
Chief Executive Officer, Thrive

Dr. Nicole Assisi is an experienced superintendent, principal, teacher and entrepreneur. San Diego Business Journal recognized her as a “40 under 40” leader and a finalist for CEO of the Year. Her schools were named among the most innovative in the nation and received a CA Senate Commendation. None of this would have been possible without a great team of educators, which is why Nicole now dedicates her career to supporting school teams to reach new heights. She believes that given the right conditions, any leader can become a transformational leader and any team can thrive. As a coach and consultant, she supports hundreds of leaders and their organizations in increasing their capacity. As a professor, Dr. Assisi has worked at the University of Cambridge, University of California Los Angeles, California State University in Dominguez Hills and the University of San Diego. In addition to a multitude of teaching and leadership credentials, Nicole holds a doctorate in educational leadership from the University of Southern California, two master’s degrees from the University of San Diego and Point Loma Nazarene University, is a certified Professional Certified Behavioral Analyst and holds an International Coaching Federation coaching certificate. [LinkedIn](#) / [Resume](#)



**Sabrina Ayala**  
Chief Financial Officer

Sabrina Ayala runs Delta Financial Associates where she supports charter and private schools with their finances. She also served as the Chief Financial Officer of Green Dot Public Schools where she was responsible for managing all financial aspects, including financial strategy, budgets, cash management, accounts receivables, accounts payable, facility financing and purchasing. Prior to joining Green Dot in 2006, Sabrina was an Institutional Equity Trader on Wall Street with Merrill Lynch, a Valuation and Compensation Consultant with Stern Stewart & Co. and an Investment Banker with Kidder, Peabody & Co. Sabrina, an Eli Lilly Scholar, received her MBA from the Kellogg School of Management in 2002 with majors in Finance and Entrepreneurship. Her Bachelor of Science degree in Finance, with minors in Accounting and Sports Management, is from Northern Illinois University, where she graduated with honors, cum laude and Outstanding Woman Graduate of the Year. [LinkedIn](#)

*SERVICE PROPOSAL: Ensuring Sustainability***Shelli Kurth**  
**Chief Innovation Officer**

Shelli has deep school-site leadership expertise and brings a broad range of experience as a nonprofit founder, grassroots organizer, school leader, and coach. Shelli's passion for the people she serves has made her a sought-after coach, trainer, and consultant. Shelli co-hosts an award-winning statewide parent education show on UCTV and is driven by a deep belief in equity, access, and opportunity for all through the empowerment of individuals. She is also a national speaker and writer. As a consultant, Shelli brings intuition and joy to her work and is skilled at working through thorny relationships, creating consensus, and moving teams toward greater collaborative outcomes. [Resume](#) / [LinkedIn](#)

**Mary Morris**  
**Project Manager**

Mary has over a decade of experience teaching and leading teams in elementary and middle grades. Her experience spans public, private and charter schools in the US and in Mexico. She has led workshops for teachers on design thinking, social emotional skill building, content instruction in both literacy and math, in addition to guiding teams in vertical alignment. She has a Master's of Education with an emphasis in Curriculum and Instruction from the University of the Pacific and her BA from UC San Diego. Mary is realistic about the constraints of classroom teaching and likes to bring humor and a teacher's perspective to her work. [LinkedIn](#)

# About Thrive

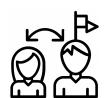
At Thrive, we believe just-in-time coaching, strategic planning, and program evaluation are essential in supporting leaders to accelerate learning and create lasting change in schools and education systems. Our team specializes in:



**Co-Designing Solutions:** We co-develop clear visions and strategies for innovative change. We bring new perspectives and leverage our clients' internal wisdom to develop strategic plans, mapping paths to new opportunities and greater impact.



**Gathering Insights:** We help leaders go from insight to impact. We bring a fresh perspective and expertise to leaders, providing clear strategies, practices, and evidence-based interventions.



**Building Capacity:** We stand shoulder to shoulder with leaders to help you run your strategy. We provide training, coaching, and workshops to ensure your team is ready for the work. Together, we build momentum and avoid stagnation.



**Developing Tools:** We build tools so your educators can do the important work of supporting students. Whether updating rubrics, creating new courses, or designing statewide playbooks, our team of experts is ready to roll up their sleeves and get the job done.

We are an educational nonprofit comprised of celebrated innovators, trusted partners, and thoughtful solution designers who are dedicated to improving teaching, learning, and leading in K-12 schools and beyond. Our team has supported a diverse range of organizations, from large universities like Arizona State University and districts like Los Angeles Unified, to single-site charter organizations. So you may better get to know us, we reference some of our clients in this document. They all have one thing in common: they know *investing in their people is the smartest thing they can do to shift outcomes for students.*

When your staff and students are thoughtfully and intentionally supported to be their best, good things happen: student achievement rises, staff retention increases, and capabilities grow. And your organization shines.



# Why Thrive



**Experience:** We are seasoned leaders and superintendents who grasp your key challenges and have led through them. In addition to the clients featured on the following pages, we've aided numerous leaders worldwide in achieving a learning revolution.



**Training:** We are certified coaches and educators with expertise in facilitating positive change, drawing on both the art and science of the field. Our team has received extensive training in areas such as the neuroscience of change, leadership development, change management, team dynamics, and behavioral sciences, with some of our members even teaching courses on these subjects. With this knowledge, we equip leaders with effective tools to promote lasting and positive transformation



**Impact:** We received numerous accolades for innovation and excellence in education including

- California State Senate Proclamation for our innovative approach to education,
- Telly Award in partnership with UCTV & UCSD for supporting families during the pandemic,
- Acknowledgment as one of the top 100 most innovative programs by Getting Smart,
- Recognition as one of 50 model programs for social-emotional education.

382,874

## STUDENTS REACHED

Thrive's work has impacted students across the nation by strengthening engaging learning communities and multi-tiered systems to support young people's success.

626

## SCHOOLS REIMAGINED

We have supported districts, charters, and educational organizations to purposefully plan for systemic school excellence.

47

## LEADERS SUPPORTED

We have coached 47 leaders, standing shoulder to shoulder as they catalyzed transformation of themselves, their teams, and their organizations.

36

## TOOLS CREATED

Organizations and schools come to us to create impactful tools simplifying the work of educators. We are thrilled that many of these tools are now free to all.

**Most importantly, our clients keep coming back to us because they can count on us to be masterful facilitators and solution designers who get the job done.**

# Some of Our Clients & Partners

## School (re)Design & Strategic Planning



## Needs Assessments & Program Evaluation



## Implementation Support & Leadership Coaching



For more information and more sample projects, please see our [portfolio](#).



SERVICE PROPOSAL: Ensuring Sustainability



SAMPLE ENGAGEMENTS:

# SCHOOL (re)DESIGN & STRATEGIC PLANNING

Does your organization have a plan to put your mission and vision into action?

Whether your school or organization is in its incubation phase or you want to fine-tune or recreate programs, we will help you dig deep and create an actionable plan to drive results for your students. Our experience brings innovative educational practices together with realistic implementation support.



### Districtwide Blueprint

Lynwood Unified School District sought out our expertise to design a clear roadmap for its 19 schools. In partnership with Copernicus, we uplifted community voices to create a strategic plan to guide leaders in fostering student achievement.



### Redesigning High School

We worked with Oroville High School (CA) leadership to innovate and implement a new high school model, meeting the needs of students in their particular context.



### Roadmap to Success

Thrive supported Achieve Charter School (CA) in its strategic planning process. We engaged all stakeholders to identify core outcomes in the areas of programs, community, and people, and developed a roadmap to meet those goals.



## CASE STUDY Middle School Reimagined

In 2021, Hamilton County Department of Education developed a competitive grant opportunity to reimagine and improve the middle schooler's experience through bold innovations. Thrive was brought into this work as a technical assistance partner based on our expertise in school redesign and team coaching. Over the course of six months we supported both the district's middle school and innovation teams, as well as the five grant recipient schools. We worked remotely and in-person to provide teams with thought partnership, training, and feedback as they developed plans to lead significant, meaningful change in their communities.







## SAMPLE ENGAGEMENTS:

# NEEDS ASSESSMENTS & PROGRAM EVALUATION

Are your programs and practices moving your organization toward success?

When you need a new perspective, we're here to help. We'll assess your programs, processes, and tools to ensure they're delivering results for your students. Our approach involves gathering insights from education partners, conducting in-depth program analysis, reviewing data to identify trends, and finding assets to build towards success.



### Systems for Success

Arizona State University's Learning Enterprise sought Thrive's expertise to address a critical issue: supporting and bolstering the academic success of students of color. We built systems to increase student success through course reviews and by developing guides for teachers to easily engage students in mastering their online coursework.



### Addressing Absenteeism

We worked with California Collaborative for Educational Excellence to examine causes for chronic absenteeism across the state of California and consolidate best practices in [a brief](#) addressing this key issue that affects outcomes for all students.



### Systemwide Evaluation

Thrive supported [Da Vinci Schools](#), one of the nation's most innovative school programs, in developing a strategic plan that clearly supported their schools' mission and vision.

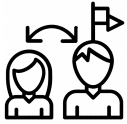


New Tech Network

## CASE STUDY: Assessing for Equity

The New Tech Network is a national nonprofit design partner for comprehensive school change. NTN engaged Thrive to rethink leadership training for its 115 districts and 5,000 teachers. Our deep collaboration process uncovered opportunities for them to embody the NTN model at every stage. As a result, we developed deliverables, including content area student rubrics with a focus on equity. We also redesigned look-fors and competencies to align with NTN's [school success rubric](#). This work shifted NTN's internal culture and furthered progress on leadership and change initiatives. Our collaboration helped their team build stronger alignment between organizational priorities and NTN's onboarding, training and operating processes.





## SAMPLE ENGAGEMENTS:

# IMPLEMENTATION SUPPORT & LEADERSHIP COACHING

## How will you onboard and maximize team capacity as you roll out new initiatives?

Thrive has the experience and expertise necessary to support and reinvigorate your administrators, leaders, and teachers, ensuring successful programs and experiences for your students.



### Middle School Reimagined

Thrive worked with innovation grant recipients in Hamilton County to support district teams by providing thought partnership, training, and feedback.



JCS FAMILY

20 YEARS OF EMPOWERING LEARNERS

### Transition & Growth Planning

Together with senior leadership, Thrive worked closely on the school sites and at the cabinet level to support succession planning and organizational growth at all levels of leadership.



District Management Group

### Iteration Cycles

We coached LAUSD teachers through change iteration cycles around early literacy goals in partnership with DM Group. This work led to exceptional, measurable growth across school sites.



## CASE STUDY MTSS Coaching

In collaboration with the Orange County Office of Education, Thrive supported 22 schools across California to implement an equity-based MTSS framework to address academic and social-emotional needs. Each school received a grant to support its MTSS work. We worked individually with school leaders to understand their context and starting point and develop a meaningful, effective path to implementation. We developed staff capacity to meet the needs of all students in a community-centered way through ongoing coaching, support, and training that impacted thousands of students across California.



# Client Testimonials

Without our Thrive coach leading the way, we would never have increased our reading scores by 30%. She really helped my teachers dig into the data and fine-tune their instruction.



*Dustin Merritt  
Principal, Los Angeles Unified School District*



One could not ask for better creative thought partners than Thrive in charting a forward course in dynamic educational environments. Thrive rose to the challenge, with a sense of urgency only exceeded by demonstrated grit and integrity.

*Morgan Appel  
Assistant Dean, Education and Community Outreach, UC San Diego Extension*

Thrive delivers on its promise to personalize learning for all students so that all students can fulfill their human potential.



*Michael B. Horn  
Speaker, author, education thought leader*



Thank you for exemplifying and simplifying the purpose of personalization and helping me to realign my lens and the vision for our school with what is going to be the best for our students even if it is a little scary.

*Megan K. Hennessey  
Principal, Denver Public Schools*

**We look forward to supporting your next project!**



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