

Revised EdTec Back-Office Services Proposal
for Contra Costa School of Performing Arts



Synergy Academies - Los Angeles, CA
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EdTec Back-Office Service Client since 2014



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February 27, 2020

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1. EDTEC SERVICE DIFFERENTIATORS

Back-Office Service Benefits for Contra Costa School of Performing Arts

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

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

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

- Thoughtful Analysis & Insightful Board Presentations: EdTec attends and presents at Client board meetings, providing a clear and objective perspective to the board regarding the school's financial health, with a focus on creating economic stability. EdTec's financial analysis presentations to the board are another important differentiator versus other back-office providers. By delivering a thoughtful analysis of the school's financial data and trends, with a forward outlook, EdTec provides the board with the necessary information and guidance for better decision-making on key opportunities and risks facing the organization.
- Team of Specialists: Each of our school partners is assigned a support team of six to seven specialists, led by a Client Manager (CFO / Director of Finance skill set), that works directly with the school staff and, as applicable, the board. This approach provides for a depth of expertise in each functional support area that is unique to EdTec.
- Accurate Forecasts and Financial Reporting: EdTec uses a sophisticated financial model that enables your Client Manager to accurately forecast monthly and year-end results (updated monthly) and to perform out-year modeling. EdTec also provides what-if scenarios and break-even analyses on-demand.
- 24/7 Visibility to Detailed Financial Information: Through the EdTec School Portal (ESP) - a robust accounting, operations, and compliance system - all of our back-office clients have 24/7 online visibility to financial data and historical transactional detail, financial reports, grant expense tracking, and compliance dates.
- Expert Attendance Data & SIS Support: EdTec's Data Team provides deep expertise and complete attendance support including quarterly ADA analysis, and attendance compliance reporting, regardless of which Student Information System (SIS) is used by the school. Additionally, EdTec is the preferred CALPADS support provider for charter schools and CMOs throughout the state and provides high-value support services on the leading SIS platforms.

- Most flexible back-office service delivery model: Only EdTec offers completely flexible, tailored and affordable back-office support solutions for any type of charter school at any stage of development or growth. From fully outsourced support to hybrid support (blend of school staff support and EdTec staff support) to insourced business operations (school staff as primary with EdTec training on operations processes and best-practices using the EdTec School Portal).
- Comprehensive Service Offering: In addition to the comprehensive back-office service scope, EdTec offers a unique combination of staff skill sets and expertise across an extensive range of value-added governance, educational support, and school software solution services that can be tailored to Contra Costa School of Performing Arts' needs as the organization evolves.
- Unmatched LCAP Expertise: LCAP 360 by EdTec is a fully integrated service that is the only offering of its kind. LCAP 360 pulls together our deep LCAP program knowledge, performance analysis expertise, and Student Information + Student Assessment System experience across multiple platforms into a cohesive support program for charter school LCAP plan development, review and maintenance, metric development and tracking, and analysis.

2. EDTEC COMPANY & SERVICES OVERVIEW

EdTec Overview

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

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

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

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

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

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

EdTec Experience, Reputation for Quality, & Operational Best Practices

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

Overview of EdTec's Back-Office Service Delivery Options

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

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

- Outsourced Service Bundles:
 - Pre-Launch Service: service for newly-approved schools that want school launch and transactional back-office support (e.g., Accounting, Payroll, AP) to start in advance of their first year of school operations, when the complete back-office support services begin.
 - Full Service: comprehensive back-office scope of service bundle for new or existing schools.
 - Tailored Service Bundle:
 - Designed for schools that want to migrate from EdTec’s full outsourced back-office model to an internal school staffing model using the EdTec School Portal as the operations software platform.
 - EdTec will tailor a service bundle for the school’s specific support needs and budget and that complements internal staff skill sets.

- In-House Support Options:

edtec SCHOOL PORTAL

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

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

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

The platform features the following modules:

- Management Dashboard of Key School Performance Indicators
- Accounting & Budgeting with SACS Compliant Chart of Accounts
- Financial Management and California State Financial Compliance Reporting
- Compliance Management: Calendar deadlines for key compliance events
- Payroll & Employee Information

ESP Licensing + Supplemental EdTec Services Wrapper:

- Schools can purchase back-office service wrappers to supplement their internal skill sets and the capabilities of the EdTec School Portal.
- This blended service approach provides charter schools with the ability to cost-effectively and efficiently run the back-office operation in-house with internal staff on a platform tailored to their needs while also leveraging EdTec’s expertise via a consulting services wrapper to build internal capacity and minimize risk during a migration from the outsourced model to in-house.

3. EDTEC BACK-OFFICE SERVICE PROPOSAL SCOPE

Proposal Service Bundle Highlights & Staffing for Contra Costa School of Performing Arts

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

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

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

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

▪ Overall Service Delivery

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

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

▪ Top Caliber Staff / Back-Office Service Staffing

- o Our partners benefit greatly from having a highly capable and experienced team of specialists assigned to their school. Your assigned EdTec team members will work hard to quickly get to know your office staff and the specifics of your school and programs.
- o The EdTec Client Manager (CM) resource is the primary and regular contact for the school leader(s) and is responsible for the back-office service delivery to the schools and the Board. The CM manages the client relationship, is responsible for client satisfaction and for delivering EdTec's high levels of customer service.
- o Each school is assigned a support team that consists of the following specialists:
 - Client Manager and/or Business Manager (CFO / Director of Finance profile)
 - Accounting Specialist
 - Payroll Specialist
 - Accounts Payable Specialist
 - Attendance Data Support Specialist

Please see Appendix VII: The EdTec Team on page 50 for bios of the entire EdTec staff.

▪ Business Consulting:

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

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

▪ Board Support:

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

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

▪ Compliance & Accountability Support:

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

- Complete Attendance / Data Support

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

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

- Comprehensive Financial Audit Support

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

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

- Charter Development & Grants Administration

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

- View Access to the EdTec School Portal

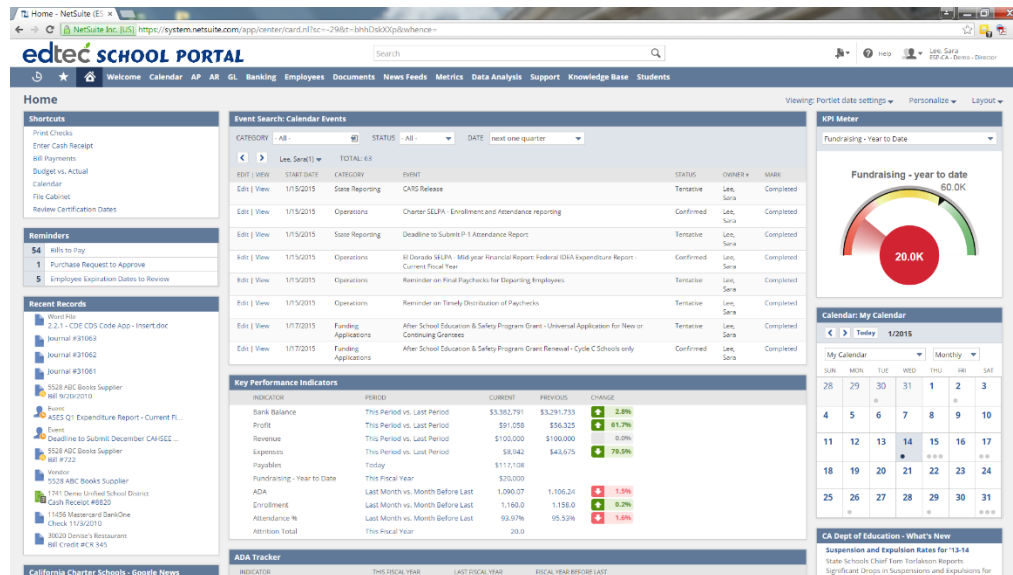
edtec SCHOOL PORTAL

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

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

- o Management Dashboard of Key Performance Metrics: visibility to key financial performance metrics.
- o Financial Reports: Budget vs. Actual, Income Statements, etc.
- o Accounts Payable and Receivables Reporting: AP & AR reporting capabilities.
- o Compliance Event Management: EdTec populates the ESP dashboard with compliance events with due dates.
- o Employee Information Tracking: ESP tracks key employee information such as expiration dates for credentials, first aid, and TB Test due dates. ESP also provides automated reminder emails that notify designated staff of expiry / due dates, 30 – 60 days in advance.

Screen Shot of the ESP Performance Management Dashboard:



Benefits of ESP view access for Contra Costa School of Performing Arts includes:

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

4. PROPOSAL TERMS & PRICING

Back-Office Service Pricing for Contra Costa School of Performing Arts

EdTec is pleased to offer support services to Contra Costa School of Performing Arts. Please note that our proposal is valid until March 15, 2020.

- Contract Term: July 1, 2020 through June 30, 2023 (36 months)
 - EdTec requires an initial contract term of 3 years / 36 months. After the initial term, the contract renewal term is on a 1 year / 12 month basis.
 - With recent changes to some of the state laws governing charter schools, it is especially important to note that before EdTec can begin providing services, our contracts for those services need to be approved by your board at a publicly noticed meeting. Therefore, if Contra Costa School of Performing Arts decides to move forward with EdTec, when we send our agreements via DocuSign they will contain a certification confirming that the contracts were duly approved by the board at a publicly noticed meeting.
- Service Scope: See **Appendix I: EdTec Back-Office Service Scope**, beginning on page 16.
- Service Pricing Model and Estimated Service Cost:
 - The Back-Office Service cost is calculated as a % of the school's eligible government revenues and government grants. The fees being proposed for back-office services range from 5.00% to 0.75% of the school's government revenues accrued for the then-current school fiscal year, depending on the size of your school(s). "Government Revenues" include all attendance-driven government funding, plus government grants, but exclude Special Education funding, federal subsidized meal funding, and state child nutrition payments. The fee excludes a charge on private grants / philanthropy that you raise, unless there are extraordinary reporting requirements for these funds, in which case we would mutually-agree on a solution.
 - We charge a higher percentage rate for your first 150 students and then a lower rate on additional students because of our economies of scale in servicing larger schools. Our rate for your first 0-150 students is 5.00%. The incremental rate for 151 to 250 students is 3.00% of those students; 251 to 450 students, 1.40%; and 451 and above students, 0.75%. [To calculate your total rate, apply 5.00% to the first 150 students; 3.00% for the next 100 students, and so on.]
 - A key benefit of the %-based fee model, especially for new schools, is that the estimated annual cost for back-office services will adjust based on the school's actual government revenues. Therefore, if school revenues are different than projected for any reason (e.g., lower than projected ADA), the back-office service fee will adjust accordingly.

Contra Costa School of Performing Arts Projected School Size & Revenues

Description	2020/21	2021/22	2022/23
Projected Enrollment / ADA*	513 / 484.8	558 / 527.3	598 / 565.1
Projected Overall School Revenues*	\$5,607,091	\$6,307,460	\$6,996,120
Projected School Revenues <u>Eligible</u> for the EdTec Fee Calculation*	\$4,623,785	\$5,215,891	\$5,800,865

*Based on the budget projections provided to EdTec by CCSPA on November 8, 2019.

2020/21 School Year Back-Office Service Estimated Cost:

- o Service fee % and total estimated annual cost for CCSPA:
 - Discounted 2.80% of eligible government revenues = \$ 129,330
 - **Discount for 3-year contract & removal of board admin support** = **\$ (3,500)**
 - Adjusted estimated annual fee = \$ 125,830*

2021/22 School Year Back-Office Service Estimated Cost:

- o Service fee % and total estimated annual cost for CCSPA:
 - Discounted 2.63% of eligible government revenues = \$ 137,285
 - **Discount for 3-year contract & removal of board admin support** = **\$ (3,500)**
 - Adjusted estimated back-office annual fee = \$ 133,785*

2022/23 School Year Back-Office Service Estimated Cost:

- o Service fee % and total estimated annual cost for CCSPA:
 - Discounted 2.51% of eligible government revenues = \$ 145,370
 - **Discount for 3-year contract & removal of board admin support** = **\$ (3,500)**
 - Adjusted estimated back-office annual fee = \$ 141,870*

*Fee Payable Schedule Offer for Back-Office Service:

Fee Payable Schedule Offer for Back-Office Service	FY2020-21	FY2021-22	FY2022-23
Adjusted Estimated Back-Office Cost	\$ 125,830	\$ 133,785	\$ 141,870
Fee Payable Schedule Offer	\$ (12,000)	\$ 6,000	\$ 6,000
Revised Payable Schedule	\$ 113,830	\$ 139,785	\$ 147,870

▪ Additional Costs:

- o One-Time Set-Up & Conversion Charge: ~~\$7,500~~ \$5,000 REDUCED
 - Schools already in operation prior to commencing EdTec services pay this one-time charge to migrate their data and to set-up EdTec systems.
- o Third-party platform check processing:
 - EdTec’s payroll support time is included in the back-office services cost above and includes providing the necessary charter school expertise to properly manage set up, perform processing and reporting related to the payroll function. The back-office service cost quoted above includes support for payroll frequency of up to 2x/month.

- The school pays monthly check fees costs separately, to be quoted by the third-party platform provider (currently Paylocity) if you elect to move forward with EdTec. Paylocity check processing and related fees are calculated based on school staffing levels and payroll cycle frequency.
 - Based on an estimated CCSPA staff size of 50 in 2020-21, the estimated Paylocity platform check processing fees for 2x/month frequency should be in the **\$310/month - \$330/month cost range**. This estimate also includes Paylocity's one-time implementation fee, W2 reporting, etc.
- o Comprehensive CALPADS Service:
 - Based on Contra Costa School of Performing Arts' projected enrollment, the cost of the Comprehensive CALPADS Service is as follows:
 - 2020/21: \$8,500
 - 2021/22: \$8,500
 - 2022/23: \$8,500
 - Supplementing the standard CALPADS guidance that is included in the proposed back-office service package, this highly-recommended, but optional, add-on CALPADS support scope provides hands-on EdTec support (e.g., EdTec to generate, upload and troubleshoot SINF extracts) and additional training for school staff.

For details, please see Appendix II: Comprehensive CALPADS Service, on page 44.
- o PowerSchool Support (Core Service Bundle):
 - 2020/21: \$4,500
 - 2021/22: \$4,500
 - 2022/23: \$4,500

For details, please see Appendix III: PowerSchool Support, on page 45.
- Payment Terms:
 - o One-Time Setup and Conversion charge is billed July 1, 2020 and payable within 30 days.
 - o Service costs are invoiced and payable monthly, commencing July 1, 2020.

Additional Support Options for 2023/24 +

- For 2022/23 and subsequent school years, Contra Costa School of Performing Arts would have the flexibility of electing any of the following EdTec support options:
 - o Outsourced Support:
 - Continue with the proposed outsourced service bundle.
 - Move to an adjusted service bundle based on any changes to school requirements.
 - o In-House Support:
 - Licensing the EdTec School Portal (ESP) for use by school staff (existing or new hires) to manage the school's business operations with internal staff.
 - In addition to an ESP license, contracting for an optional ESP Services Wrapper that would allow the school to confidently develop internal staff and operations skill sets on a timeline that suits its needs for smooth, low-risk transition to an in-house model.

5. CLIENT REFERENCES

We encourage Contra Costa School of Performing Arts to contact our back-office clients for references. EdTec is proud to state that all of our clients are referenceable. Please see [Appendix VIII: Client References](#) on page 64 for an extensive, representative list of clients with contact information.

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

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

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

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



6. ADDITIONAL EDTEC SERVICES

- A key benefit of working with EdTec on back-office support is the broad range of additional services and capabilities we bring to the table for our school partners. Our back-office clients frequently leverage EdTec staff – who they know and trust - on an hourly / project-billable basis in the areas of School Performance & Educational Support Services (e.g., charter renewal, strategic planning, board governance training, and student / school performance data analysis).
- Further, our back-office clients typically enjoy real savings on hourly project costs since EdTec is already very familiar with the school and the organization’s programs and operations.
 - Please see [Appendix VI: EdTec Services Beyond Back-Office](#) on page 49 for a list of the value-added services that are available on an hourly billing basis.
 - EdTec is the only provider of an integrated, end-to-end LCAP service for charter schools. Please see [Appendix V: LCAP 360 Service](#) on page 48 for more information.
- EdTec offers support expertise on select school software solutions, in use by many charter schools, which may be of interest to Contra Costa School of Performing Arts:



Student Information System (SIS) Support

EdTec provides expert attendance accounting support under the back-office service scope and pricing proposed above (regardless of the SIS in use by the school).

For schools interested in SIS software support, EdTec offers ad hoc hourly billable and project billable services for some of the leading SIS platforms, including PowerSchool, Illuminate, and School Pathways.



7. CONCLUSION

Thank you for allowing EdTec the opportunity to present this services proposal to Contra Costa School of Performing Arts - we hope it is responsive to your needs. EdTec would be honored to serve your school and will work tirelessly towards its ongoing successful operations.

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

Sincerely,

Mark Campo

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APPENDIX I: EdTec Back-Office Service Scope

Scope of Services:

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

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

1. FINANCE and ACCOUNTING

Budgeting:

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

Financial Statements:

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

Accounting:

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

Accounts Payable & Receivable:

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

Purchasing:

- **Vendor selection** – EdTec provides guidance on vendors based on its experience with vendors around the State and country.
- **Purchasing assistance on big-ticket items** – EdTec can assist the school in its purchase or leasing of big ticket items such as portables.

Government Financial Reporting:

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

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

Audit:

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

2. PAYROLL, BENEFITS and INSURANCE

Payroll:

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

- **Payroll processing** – EdTec calculates and processes payroll and payroll-related payments/deductions for salaried and hourly employees based on information submitted by authorized Client representatives (excluding benefit accrual tracking such as vacation and sick time). EdTec works with the payroll processor to generate checks for signature by authorized Client representatives (or through electronic signature) or facilitates Direct Deposit at the Client's request. The proposed fees include up to twice per month payroll processing.
- **Payroll reporting** – EdTec works with the payroll processor to prepare and file all required payroll reports for submission to Federal and State agencies and submits electronic payroll, payroll tax reports and payroll tax deposits to the appropriate authorities for a single EDD/tax ID number. For multiple reporting numbers, an additional fee will apply.
- **Payroll record maintenance** – EdTec keeps track of payroll information. Client is responsible for maintaining all employee files, including forms based on EdTec-provided template files.
- **W-2 processing** – EdTec prepares and sends Form W-2 to the school and files Forms W-2 and W-3 with the Social Security Administration, provided that this SOW remains in effect at the end of the applicable calendar year, and subject to the timely receipt of accurate and complete information

and data from Client, in accordance with EdTec policies, throughout the Term and including for any portion of the applicable calendar year that preceded the provision of Services under this SOW.

- **IRS, SDI, WC support** – EdTec assists in resolving payroll tax issues before the IRS and other Federal and State reporting agencies. EdTec also assists school with any State Disability, Workers Comp, or Unemployment Insurance claims by providing supporting payroll reports.
- **STRS/PERS and other retirement plan administration** – EdTec will help the school set up STRS/PERS accounts, and makes appropriate deductions and payments to the county for STRS and/or PERS based on information provided by the school. Note that in some cases it can take approximately 12 months to set up such contributions because of district/county delays. Also, some counties charge separately for this mandated service. The school is responsible for STRS/PERS account setup, administration and enrollments and any fees from outside parties including late fees and interest levied by STRS/PERS.
- **Benefit accrual tracking** – On an additional fee basis, EdTec can provide benefit accrual tracking for vacation and sick time.

Benefits and Insurance:

- **Health benefits administration** – EdTec assists in guiding the school in the health benefits procurement process, and assists with re-quotes of insurance on an annual basis. Client is responsible for all benefit reporting under the Affordable Care Act, including without limitation the Forms 1094-C and 1095-C.
- **Insurance procurement** – EdTec provides financial information necessary for the liability insurance quote process.

3. BUSINESS CONSULTING

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

- **Negotiations** – EdTec supports the school director and board with non-legal, business advice in negotiations related to issues such as MOUs, facilities, and SPED with districts, landlords, vendors, and others, including developing presentations and analyses to buttress the school's position.
- **Strategic budget development** – EdTec can assist the school director and board with strategic financial planning and budget scenario development.
- **Financing support** – EdTec assists clients in preparing loan packages and connecting the school with non-traditional/specialized funding sources such as bonds, New Market Tax Credits, Community Development Financial Institution (CDFI) resources, and philanthropic funds.
- **Legal services optimization** – EdTec can help clients think through and frame issues in preparation for engaging legal counsel, thereby assisting in a more efficient use of legal services costs.
- **Special projects** – EdTec performs business-related special projects within reason, such as modeling growth, compensation and facilities scenarios, and providing an understanding of and analyzing food service and transportation options. (Note: due to State regulations, EdTec cannot complete the School Food Authority (SFA) application. However, EdTec provides assistance in understanding the process.) EdTec can also assist the school leader, within reason, in the analysis and understanding of best practices regarding a structurally sound pay scale.

4. BOARD MEETING SUPPORT

- **Board meeting attendance** – EdTec attends regularly scheduled board and finance committee meetings in person or by teleconference (at most a total of one meeting per month and at least two meetings per three months), and presents its financial analysis presentation. EdTec can assist the board in staying in compliance with the Brown Act.

5. FACILITIES

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

6. COMPLIANCE and ACCOUNTABILITY

- Note that compliance and accountability are the responsibility of the school. EdTec will provide advice on some matters, but this information is not comprehensive. In addition, since rules, regulations and interpretations regularly change, schools should seek independent verification from their attorneys or other sources.
- **Mid-year internal review** – From time to time, EdTec may perform an internal review with client designed to help the school comply with many school regulations, or in preparation for a potential authorizer site visit. Using an EdTec-developed checklist, we assist the school staff in testing compliance in key areas, such as: Board resolutions and policies; risk management; food service; restricted funding; student and personnel files; and attendance reporting and student data.
- **Employee files** – As noted above, EdTec provides schools with templates for employee files, forms, and procedures to help ensure compliance with employment laws. (Note: the school should have an attorney review all legal issues.)
- **ESSA compliance support** – EdTec will track any financial reporting and provide any related backup necessary for compliance. On an hourly billable basis, EdTec can provide assistance on Local Control Accountability Plan (LCAP) development and related school and student performance analysis.
- **SPED compliance** – EdTec provides partial checklists and general information to help schools understand their responsibilities related to Special Education. EdTec assistance does not include educational program compliance and we recommend getting specialized assistance in this area to ensure complete compliance. EdTec assists the school in completing the following reports: Maintenance of Effort (MOE), Mental Health expenditure reporting, Excess Cost Report, and year-end reporting.
- **Funding compliance** – EdTec makes compliance recommendations regarding funding requirements, such as Federal PCSGP implementation grant funding and other restricted funds. Note that, as more information becomes available, ESSA compliance may be especially complex with many school obligations.
- **District and State regulation compliance** – EdTec can help the school identify areas where it may not be in compliance with district or State regulations.

7. ATTENDANCE and DATA REPORTING

- **Local attendance reporting** – EdTec will provide support with monthly attendance reports based on school-provided data as outlined in the addendum to this Statement of Work.
- **State attendance reporting** – Using school-provided data, and at the school’s request, EdTec will provide support on government attendance reports, including the 20-day report, P-1, P-2, and Annual Attendance Report.
- **Non-attendance reporting** – EdTec will provide up to 4 hours per year to support Client on CALPADS and CBEDS procedures and report generation. Support beyond the initial 4 hours is available on an hourly billable basis or on an annual fixed fee service basis. Please see [Appendix II: Comprehensive CALPADS Service Scope](#) on page 44 for details on the add-on service scope.
- **Attendance procedures assistance** – EdTec will provide assistance reviewing schools’ attendance accounting procedures and advising on areas for improvement, although the school is ultimately responsible for keeping accurate attendance and ADA compliance.
- **Quarterly ADA analysis** – EdTec reviews ADA data to ensure the school is on track with projections, if EdTec is provided access by the school to their Student Information System.
- **Start of year setup and support** – EdTec will provide start of year systems setup and support to the school. If the school has not chosen a Student Information System (“SIS”), EdTec will assist the school leader in evaluating the school’s need for an SIS. If the school has already sourced an SIS, the school may use the designated hours for general SIS support for an EdTec-supported SIS or other data service supported by EdTec. If the school asks EdTec to access, use or troubleshoot an SIS not supported by EdTec, hourly charges will apply for EdTec to learn and use the SIS. (Note: The school is responsible for taking accurate attendance, on a system provided by the school, at the school’s expense.)
- School requests for EdTec assistance on items not listed in this section shall be billed hourly.

8. CHARTER DEVELOPMENT and GRANTS ADMINISTRATION

- **Financial reports** – EdTec prepares customized financial reports for grant purposes, within reason.
- **Fund accounting** – EdTec sets up fund accounting to track direct and allocated costs to grants.
- **Consolidated Application (ConApp)** – EdTec prepares the Consolidated Application parts 1 and 2 for eligible schools and files in the Consolidated Application Reporting System (CARS).
- **After School Education and Safety Program (ASES)** – EdTec submits annual budget and quarterly expenditure reports.
- **School-Based Medi-Cal Administrative Activities (SMAA)** – EdTec completes quarterly reports.
- **Charter School Facilities Incentive Grant (CSFIG)** – EdTec completes semi-annual disbursement requests.
- **Deferral Exemption Application** – EdTec completes the application for the school.
- **Charter renewal** – On a separate fee basis, EdTec will prepare and advocate a charter petition for school renewal.

9. EDTEC SCHOOL PORTAL (ESP)

- Provided under the outsourced back-office service - at no additional cost – the school will receive 2 named user logins for the EdTec School Portal (ESP). Unique to EdTec’s service offering, ESP provides the school users (e.g., school leader, office manager) with 24/7 web-based view access / visibility to the following key information, features and reports:

- **Management Dashboard of Key Performance Metrics:** visibility to key financial performance metrics, etc.
- **Financial Reporting:** Budget vs. Actual, Income Statements, etc.
- **Accounts Payable and Receivables Reporting:** School staff will have AP & AR reporting capabilities via ESP.
- **Compliance Event Management:** EdTec populates the ESP dashboard with compliance events and due dates.
- **Employee Information Tracking:** ESP tracks key employee information such as expiration dates for credentials, first aid, and TB Test due dates. ESP also provides automated reminder emails that notify designated staff of expiry / due dates, 30 – 60 days in advance.

ABC Charter School Financial Presentation

FEBRUARY 8, 2018



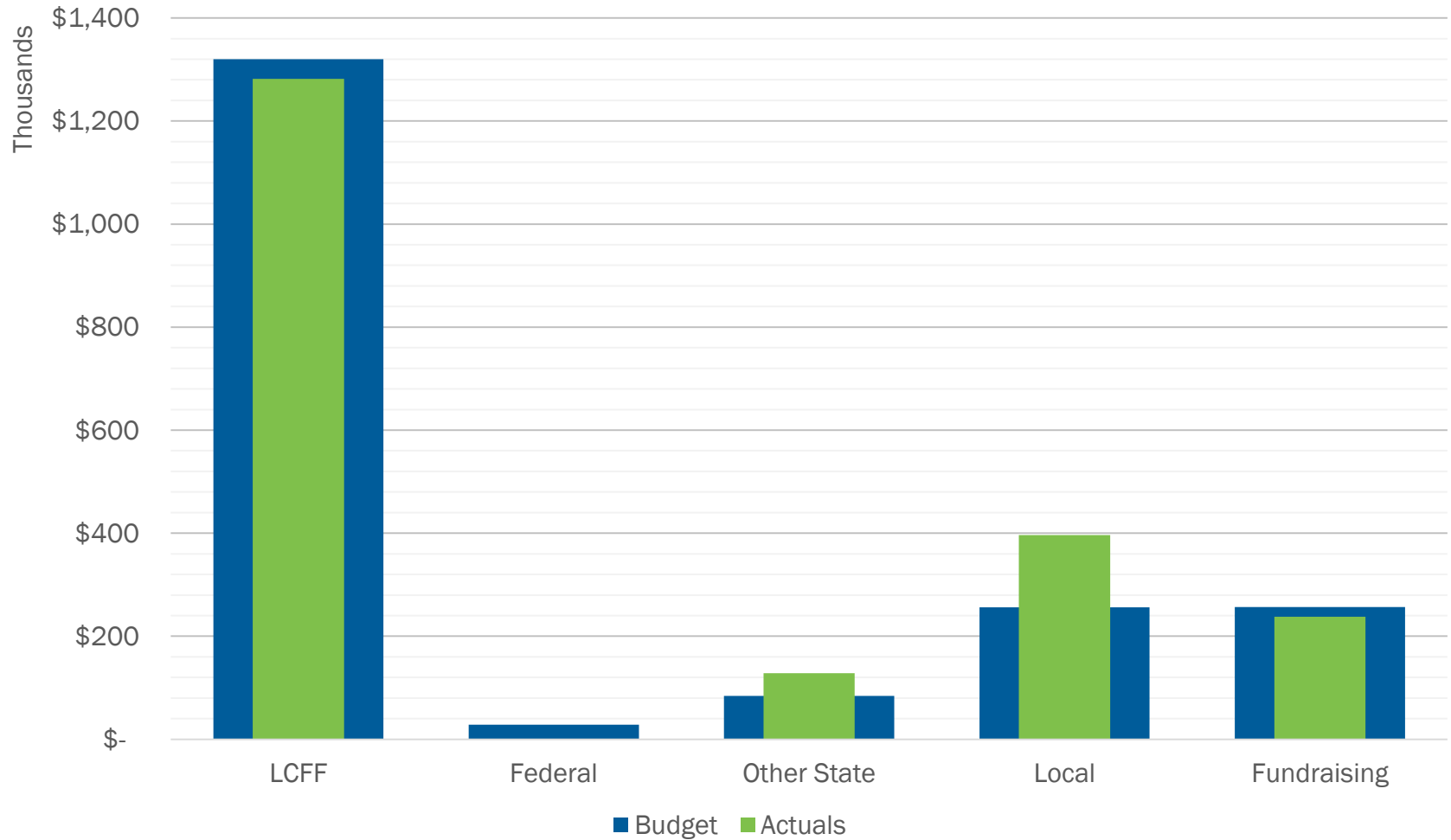
1. **FY18 Year to Date Financials**
2. **P-1 ADA Update**
3. **2018-19 Budget Development**
 - A. State Budget Update
 - B. Draft Budget
 - C. Budget Assumptions
4. **Exhibits**

FY18 Year-to-Date Financials



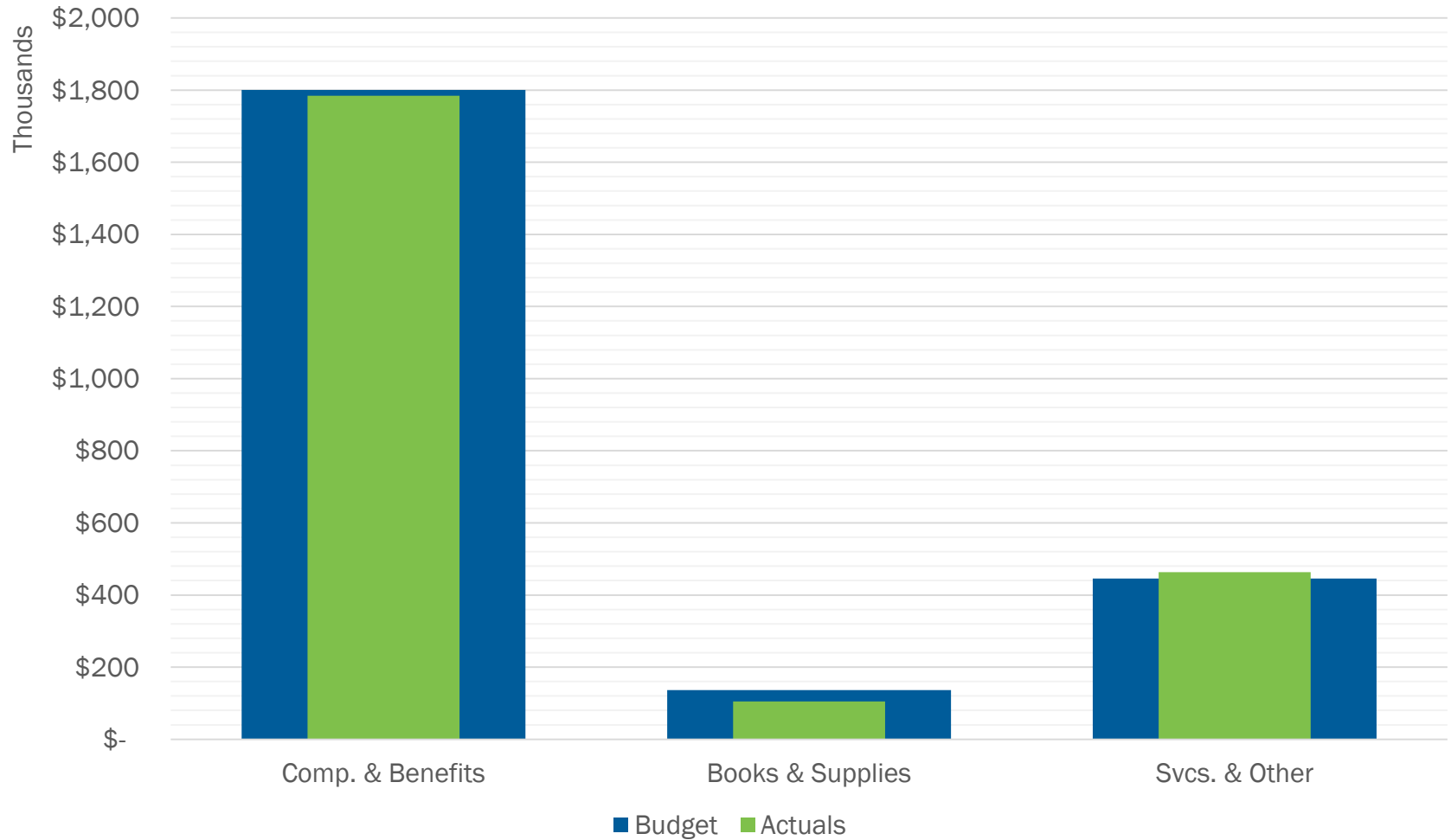
Budget vs. Actuals - Revenues

Nearly caught up on LCFF revenue due to large payment of In Lieu



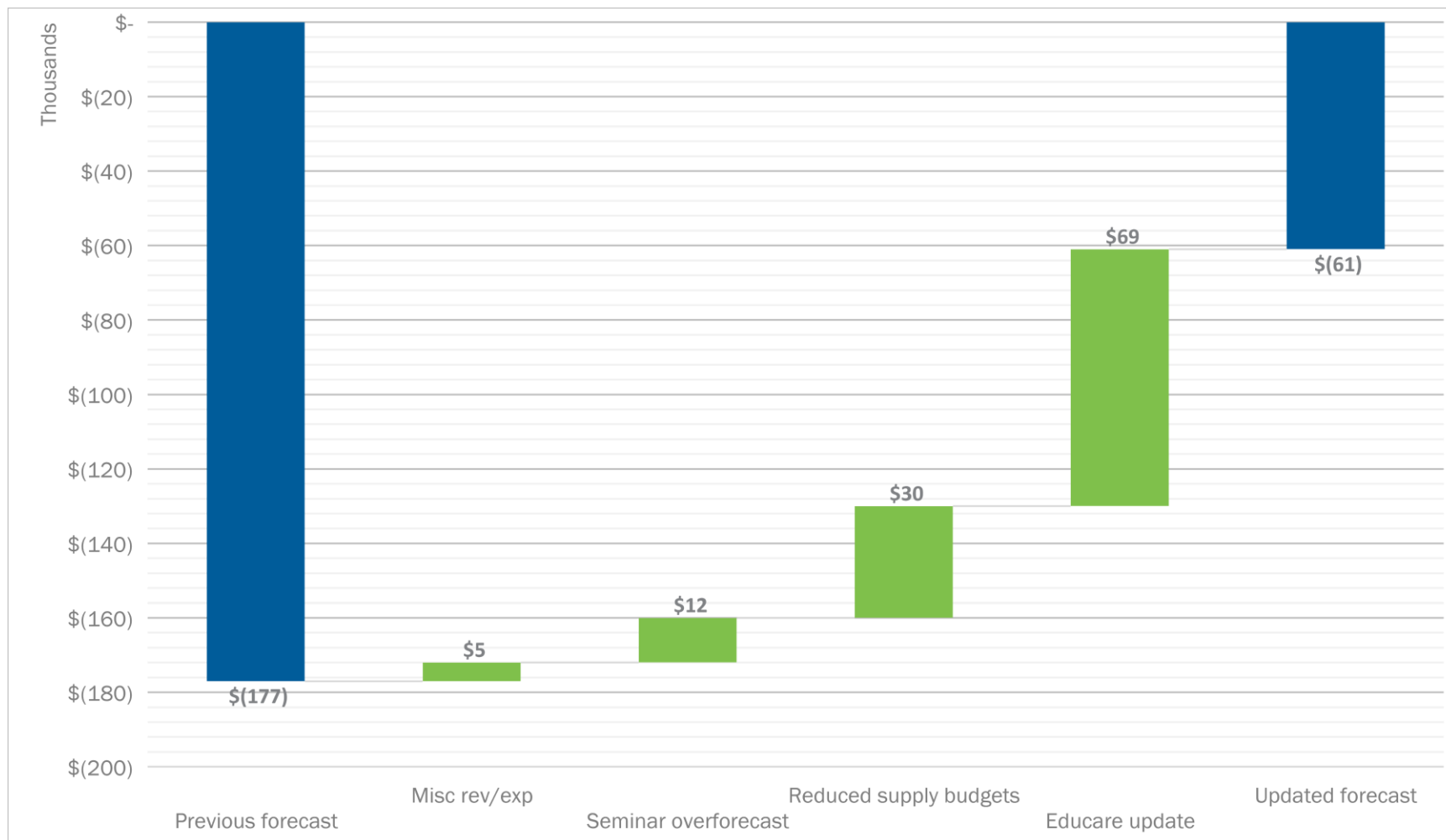
Budget vs. Actuals - Expenses

Expenses on track vs. budget – no surprises



2017-18 Forecast Update

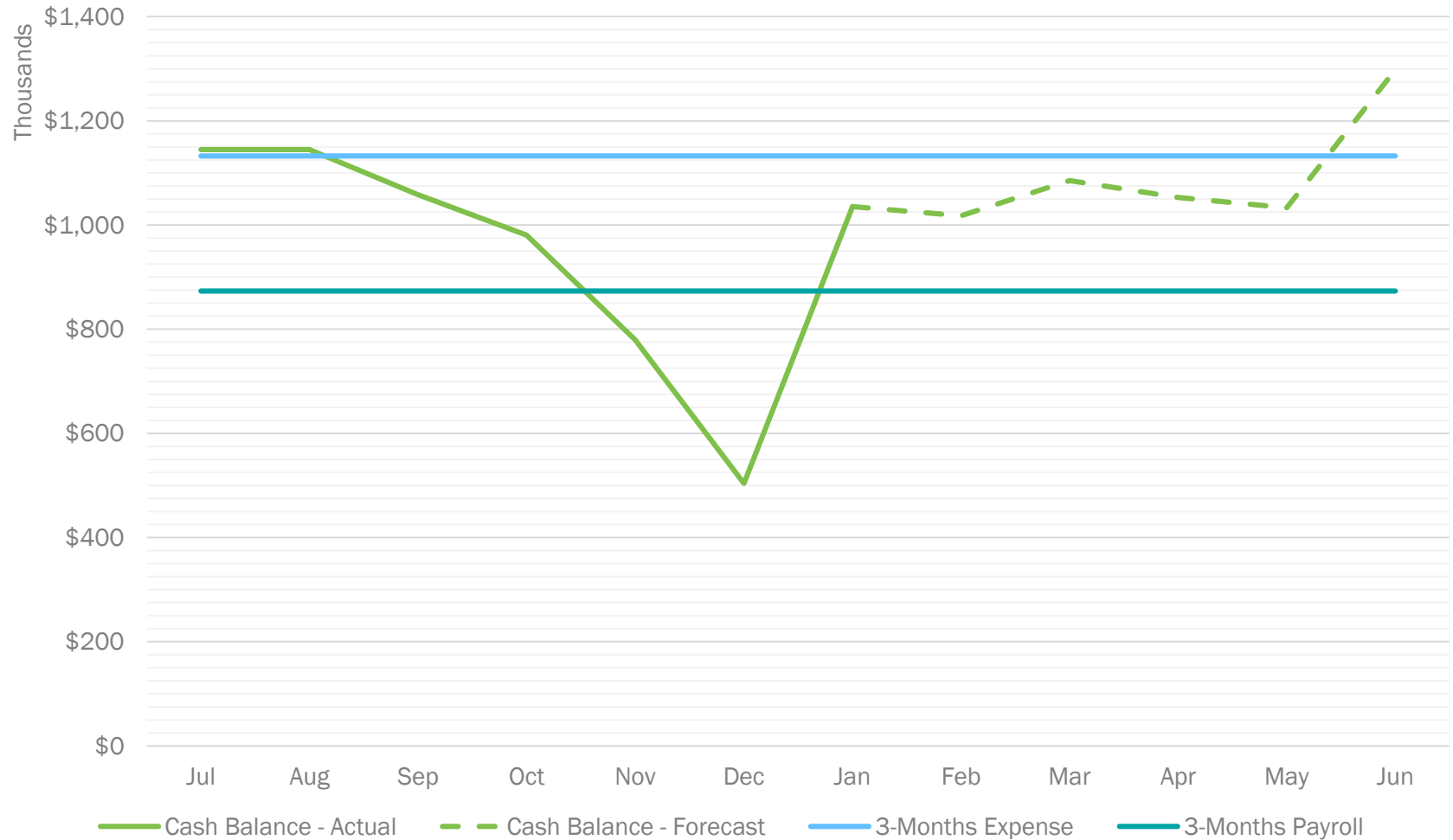
Educare update & reduced supply budgets driving +\$115K change in NI



2017-18 Monthly Cash Balance Projection



Balance hit low in December due to delayed revenue, but back up now



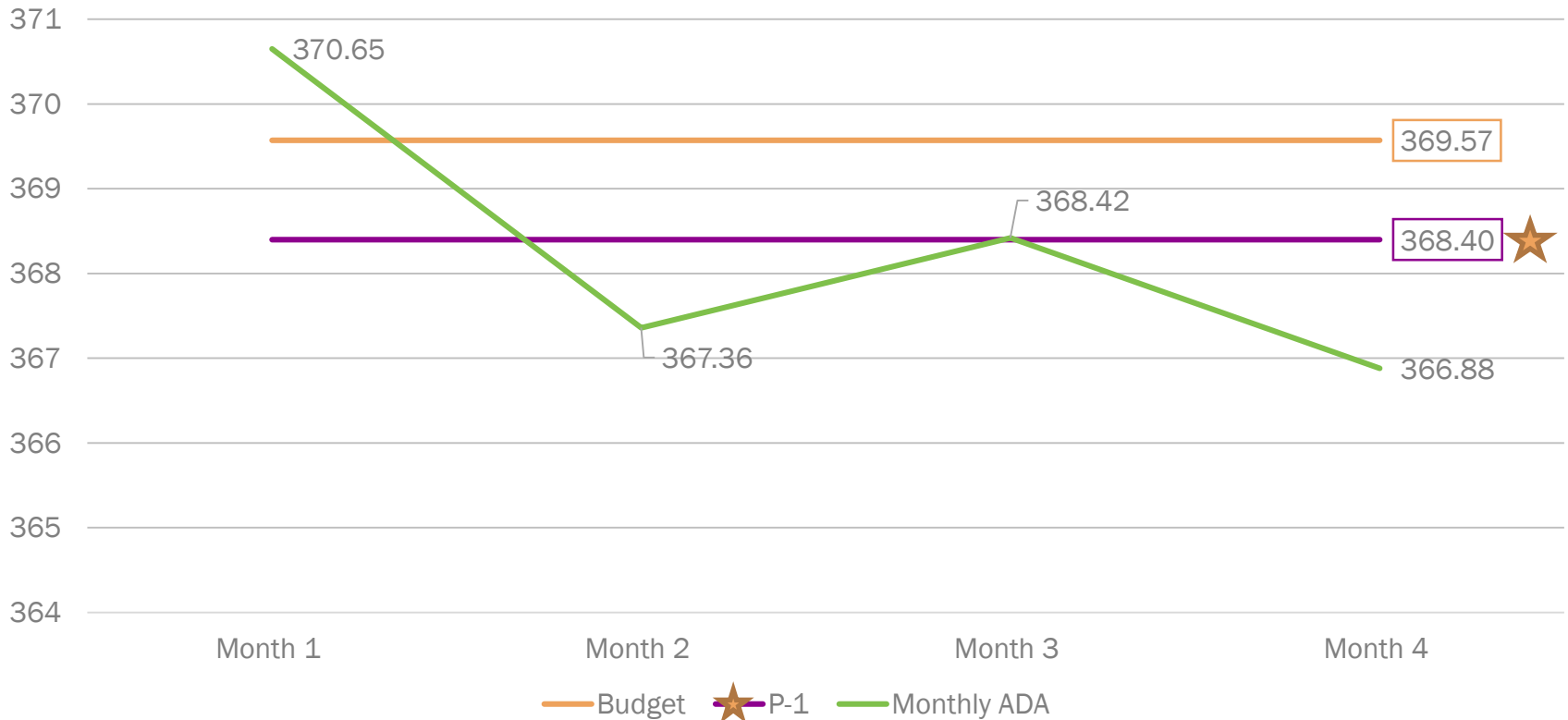
P-1 ADA Update



P-1 Attendance Update



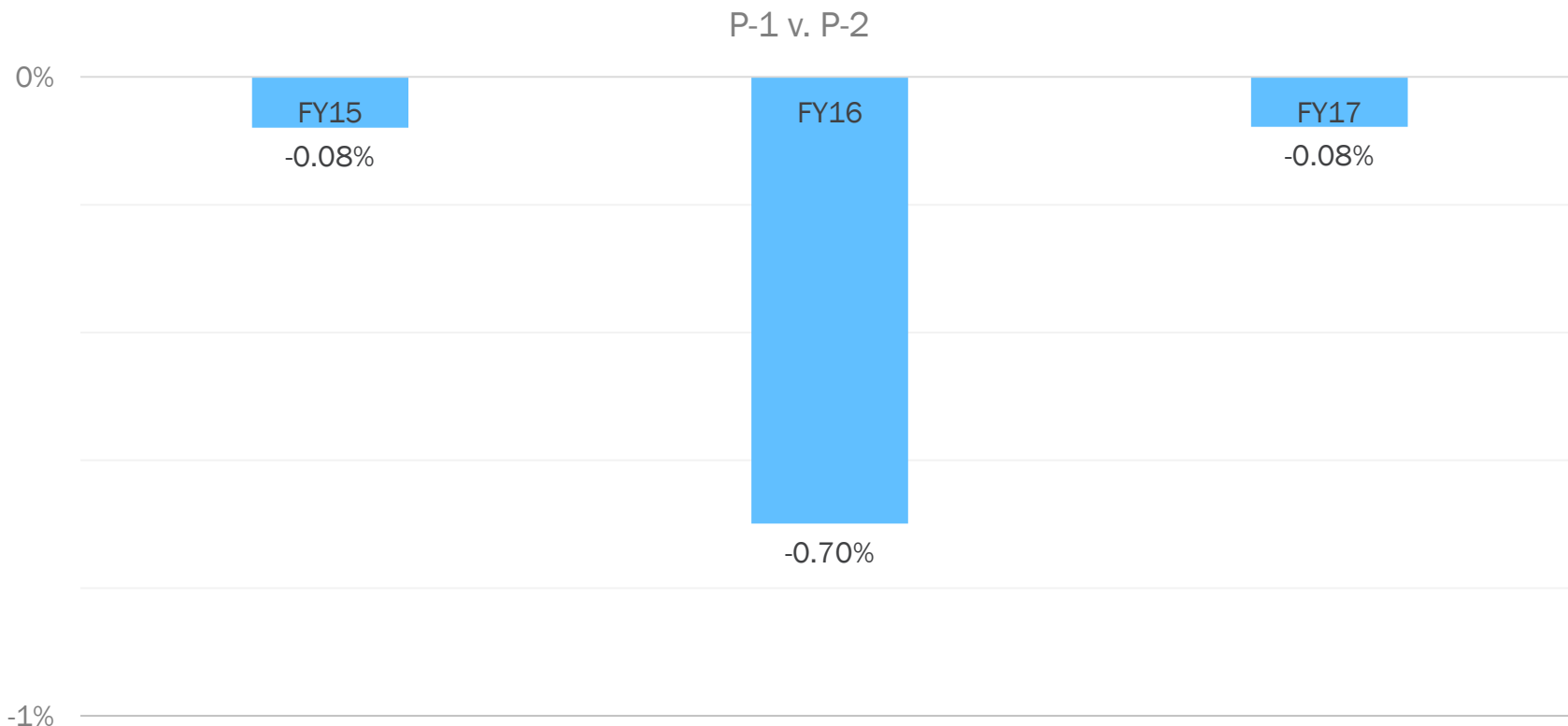
P-1 ADA below budget, driven by handful of open seats throughout Fall



No plan to adjust forecast at this time, but P-2 *may* bring small revenue shortfall

P-1 versus P-2 Historic Change

Change from P-1 to P-2 has typically been a small drop



Although small ADA decrease likely, no forecast adjustment planned in order to avoid financial overstatement

2018-19 Budget Development



Overall, January State Budget proposal very good for K-12 education

LCFF

- Proposes \$3B increase to *fully fund LCFF*, two years ahead of schedule
- 100% gap closure versus previously-published 66%

COLA

- Proposes 2.51% COLA increase, versus previous 2.15%
- COLA affects LCFF rates, as well as other programs such as Special Education

One-Time Funds

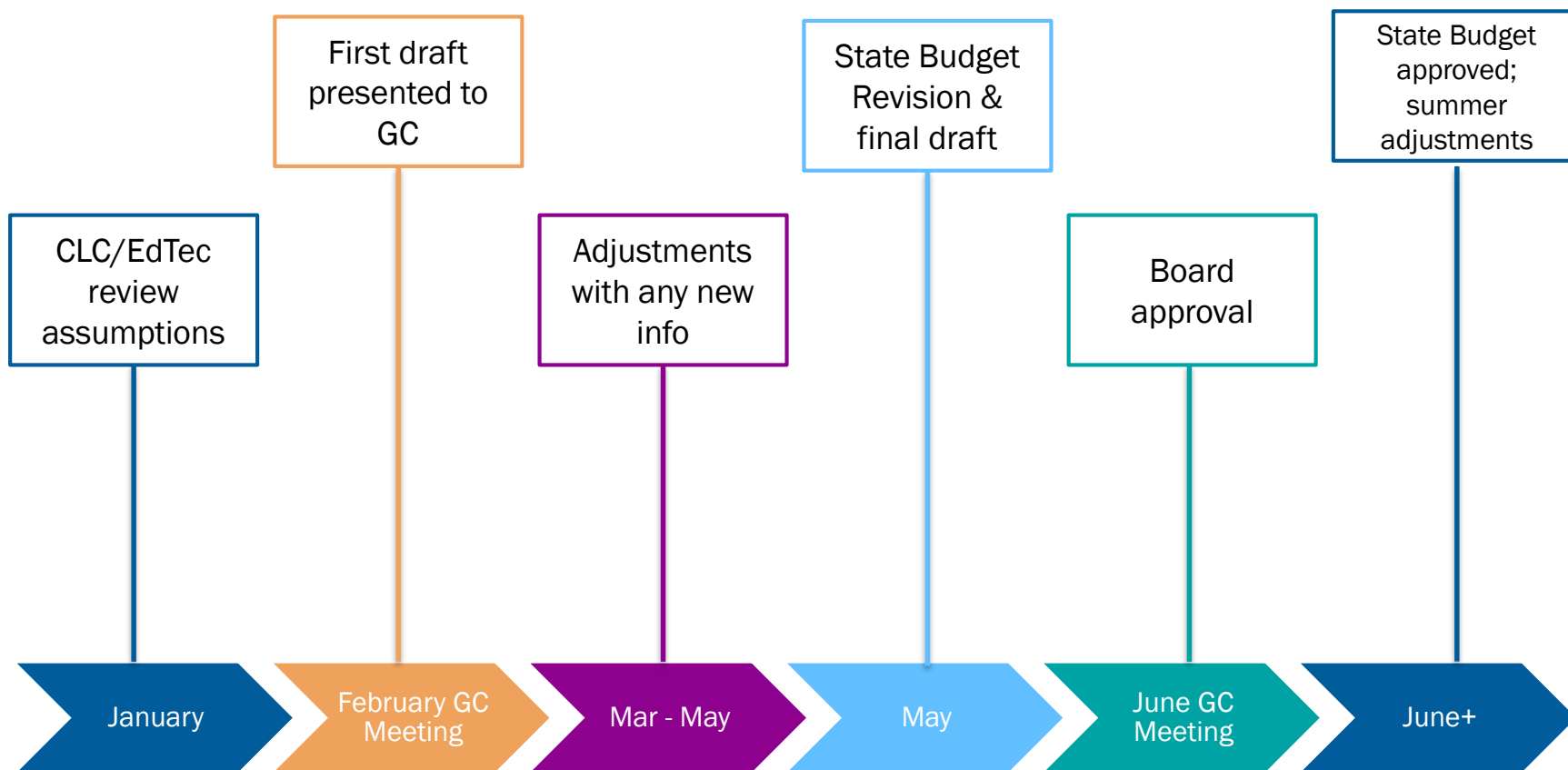
- Proposes \$1.8B in one-time, discretionary funding (~\$295 / PY ADA)

Rainy Day Fund

- Proposes additional \$5B for State rainy day fund to bring balance to \$13.5B
- Potential support for future cash shortages

Budget Development

Process begins in late winter with budget approval at June GC meeting

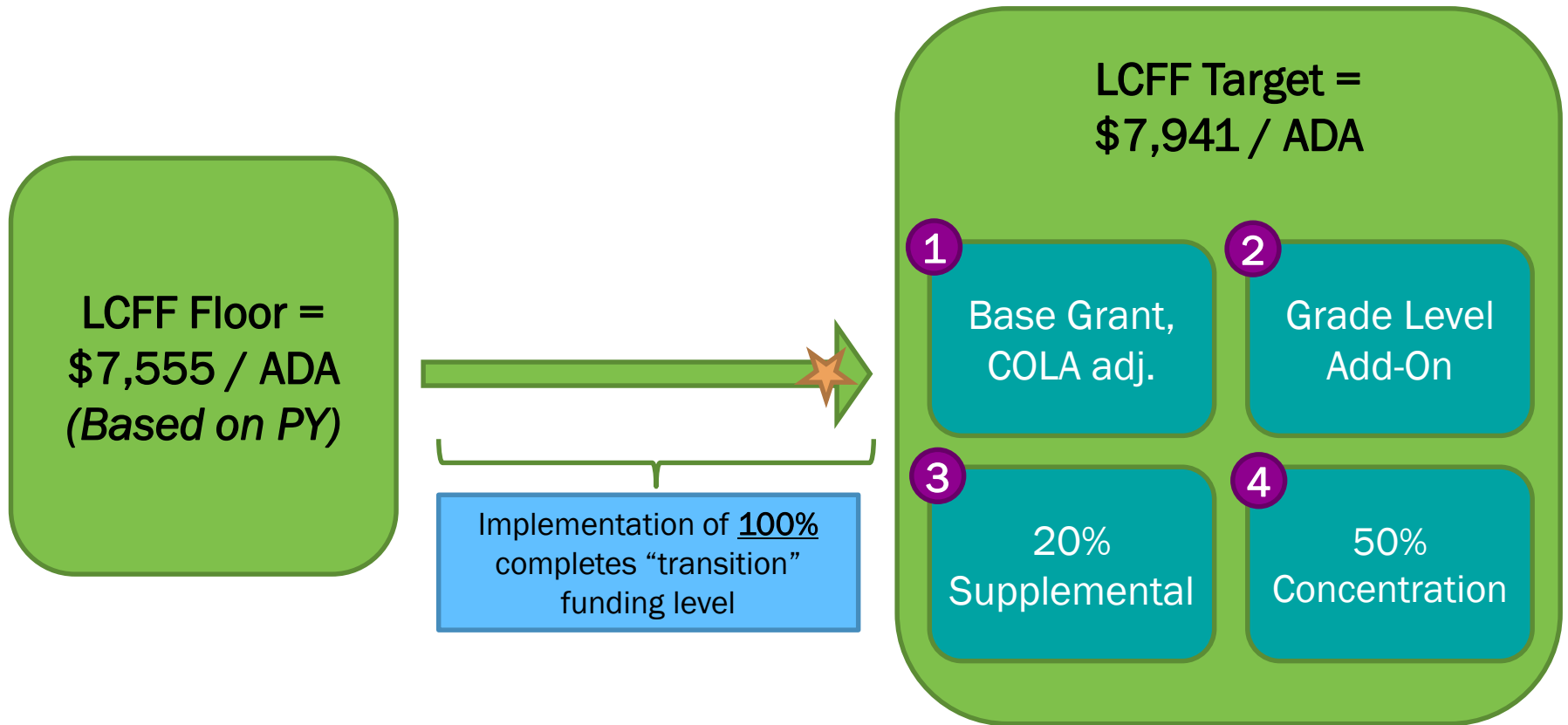


Budget Summary – First Draft

		2017-18	2018-19	2019-20	2020-21
		Current Forecast	Preliminary Budget	Projected Budget	Projected Budget
Revenue	LCOFF Entitlement	2,791,944	2,996,381	3,125,350	3,208,714
	Federal Revenue	59,202	61,079	62,362	63,484
	Other State Revenues	354,341	412,179	309,494	313,874
	Local Revenues	800,886	804,024	876,957	877,969
	Fundraising and Grants	422,167	415,000	425,000	425,000
	Total Revenue	4,428,540	4,688,663	4,799,162	4,889,041
Expenses	Comp and Benefits	3,490,675	3,675,611	3,795,758	3,895,285
	Books and Supplies	161,919	230,605	211,081	217,291
	Services and Other Ops	836,744	818,364	863,120	727,494
	Depreciation	-	-	-	-
	Other Outflows	-	-	-	-
	Total Expenses	4,489,338	4,724,579	4,869,959	4,840,070
	Operating Income	(60,797)	(35,916)	(70,797)	48,971
	Beginning Balance (Audited)	1,351,734	1,290,937	1,255,021	1,184,224
	Operating Income	(60,797)	(35,916)	(70,797)	48,971
Ending Fund Balance (incl. Depreciation)		1,290,937	1,255,021	1,184,224	1,233,195
Ending Fund Balance as % of Expenses		28.76%	26.56%	24.32%	25.48%

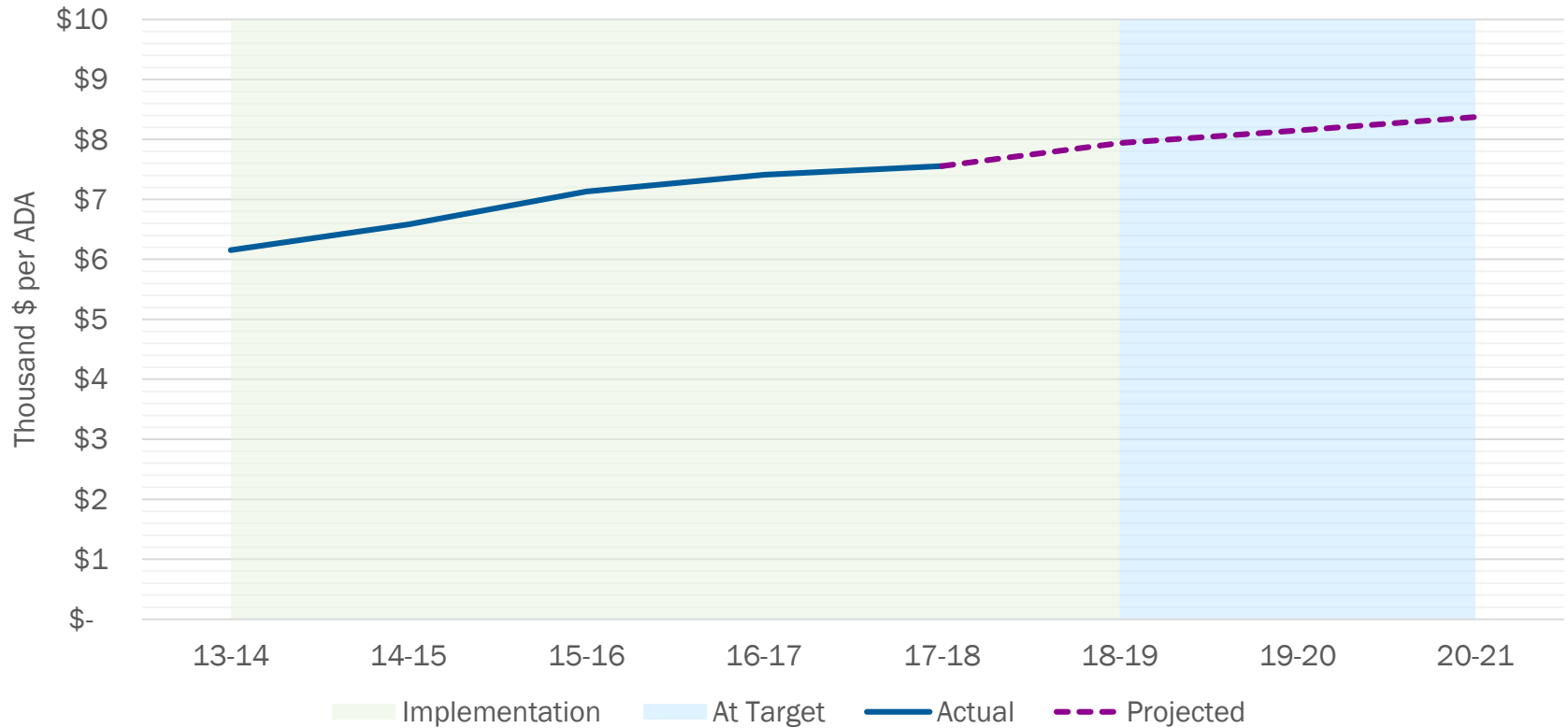
Understanding Local Control Funding Formula

Local Control Funding Formula (LCFF) to be fully phased in



Context: LCFF Over Time

LCFF grew rapidly during implementation; only COLA growth on horizon



LCFF/ADA	\$6155	\$6584	\$7132	\$7408	\$7555	\$7941	\$8149	\$8373
% Increase		7%	8%	4%	2%	5%	3%	3%

2018-19 Key Budget Assumptions

Revenue

All major sources stable
Facility subrental in June FY19
Smaller field-trip year
Some risk in Educare projections

Educators

Sig % of Educators at top of salary scale
1 new educator being added in 5-8
Other educators moving up, ~2% increase
STRS rising to 16.3% (from 14.4%)

Support Staff

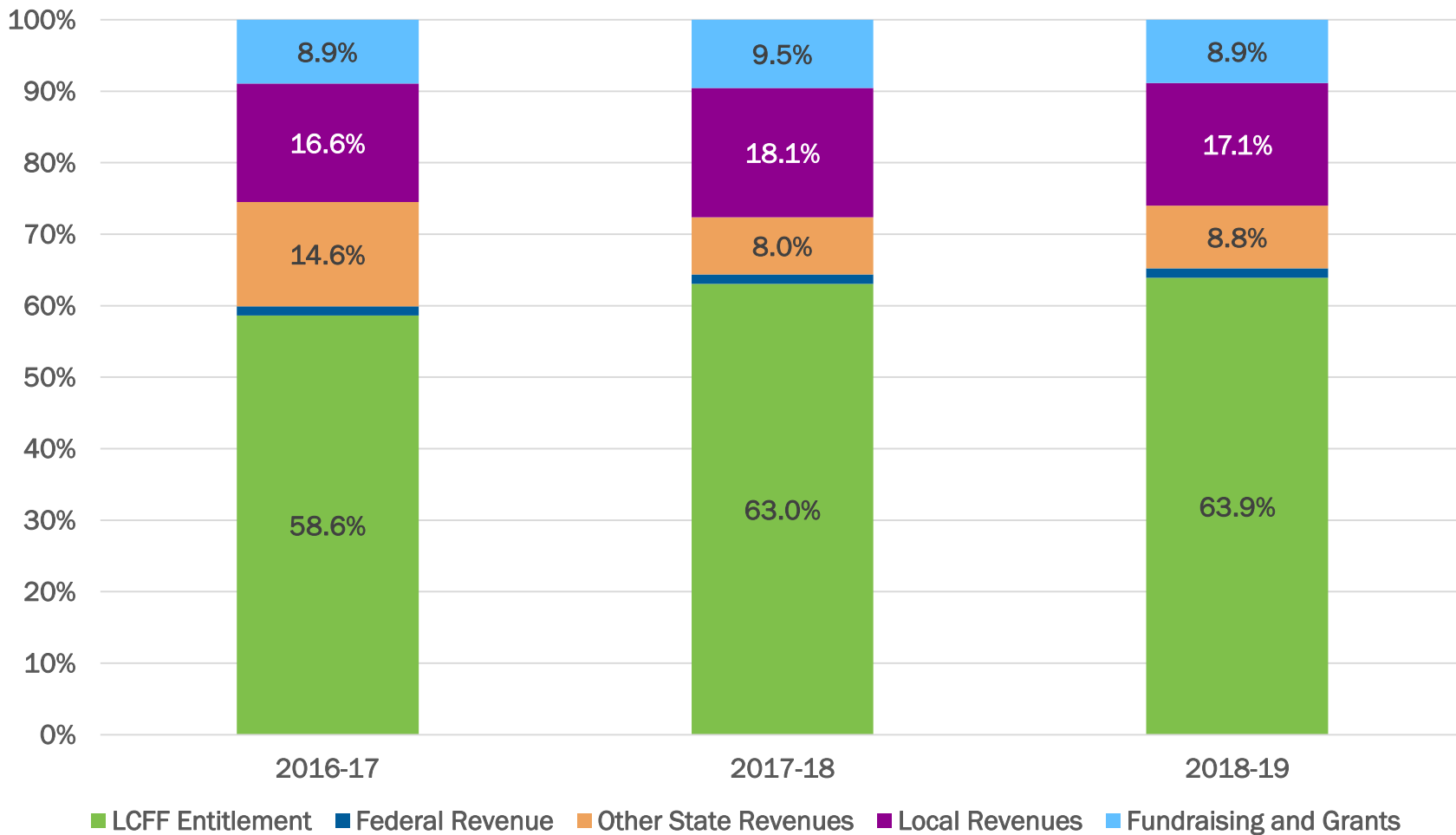
Additional Educare support
Additional Learner Inclusion Support
Baseline increase of 2%

Supplies & Services

37K added to outfit new facility
Lower field trip expenses
3% increase in most categories for inflation

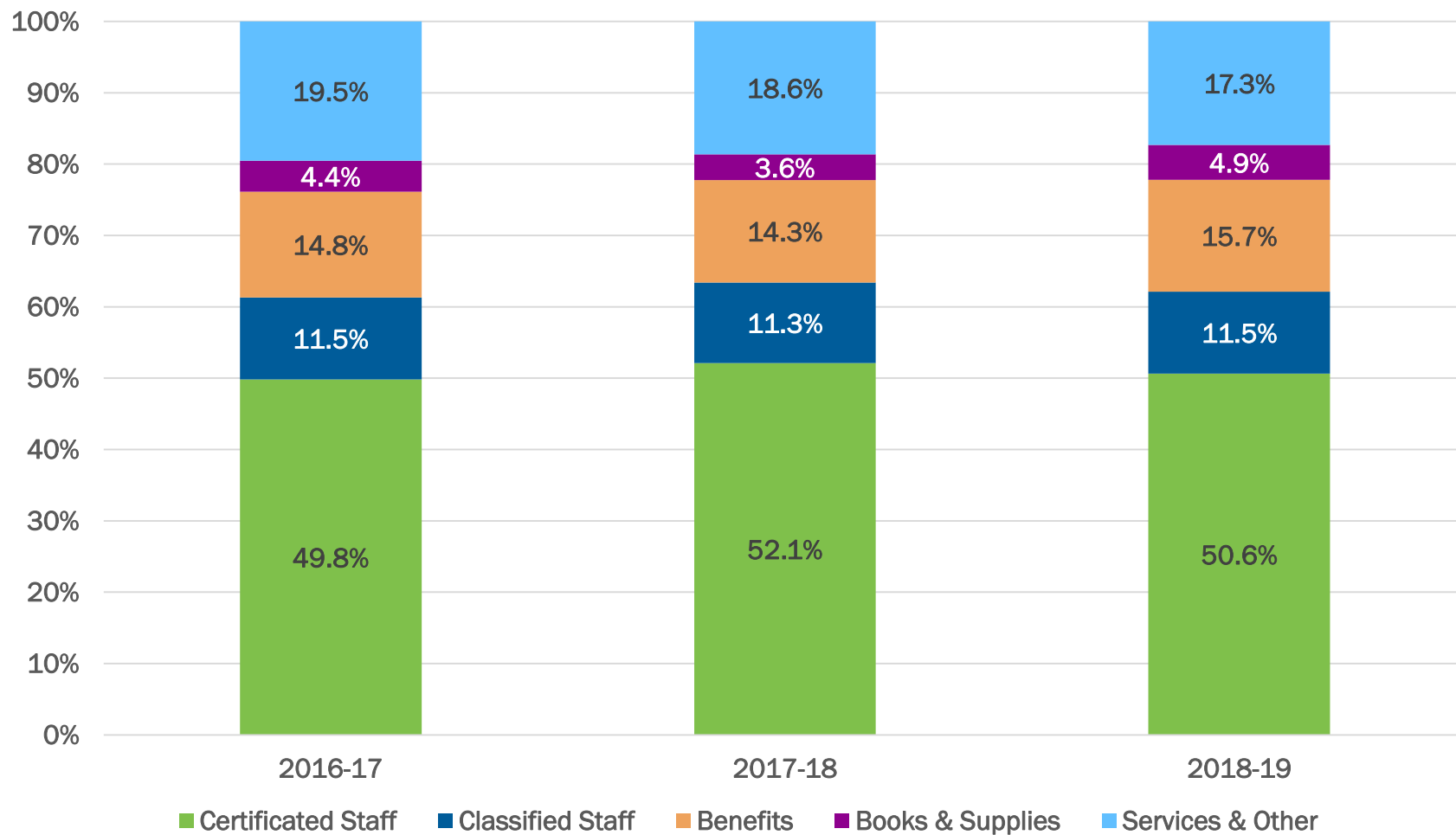
Percent Distribution of Revenue

LCFF and State changing YOY; other revenues fairly stable



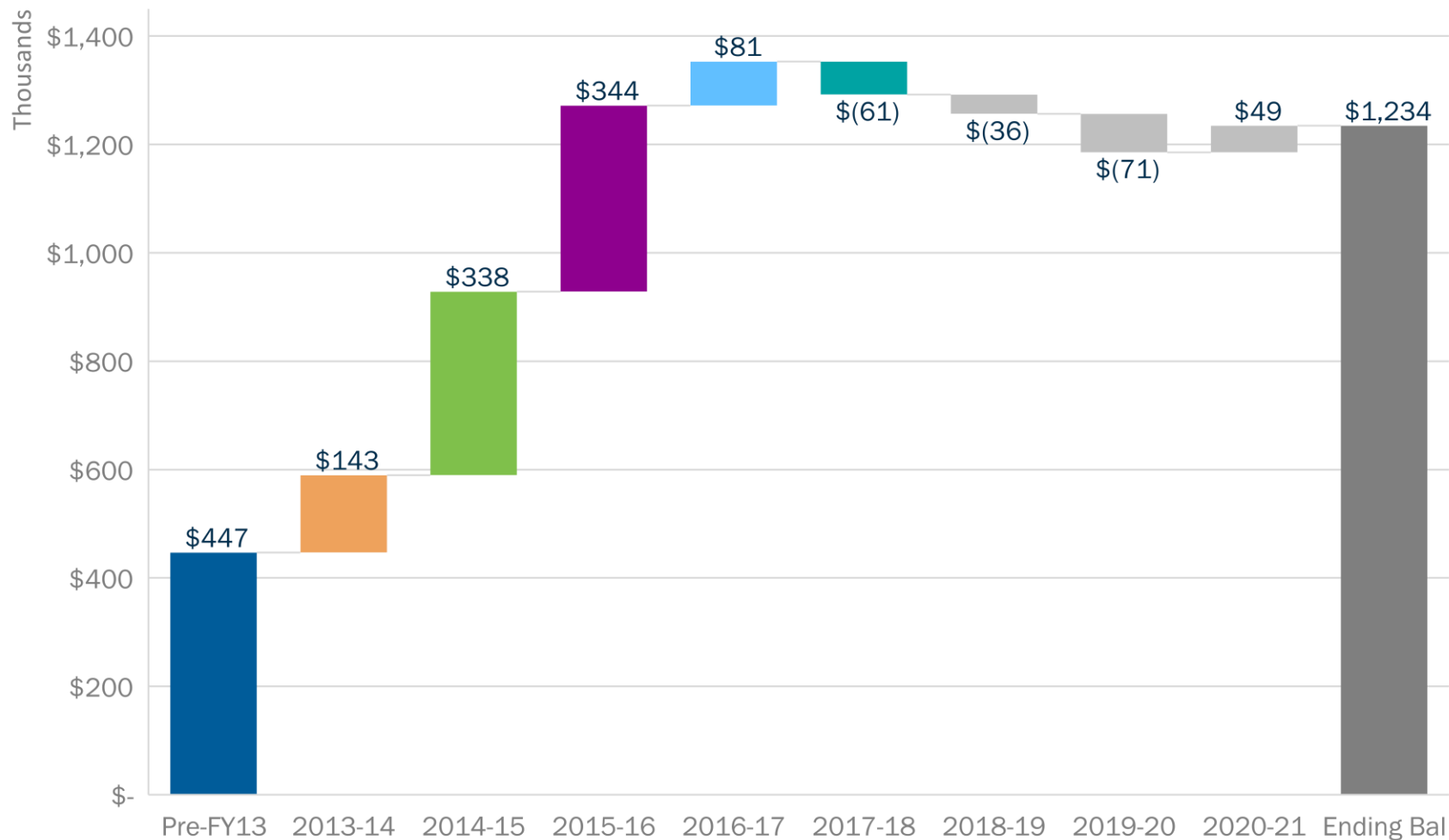
Percent Distribution of Expenses

Benefits growing share of budget in FY19; Services share decreasing

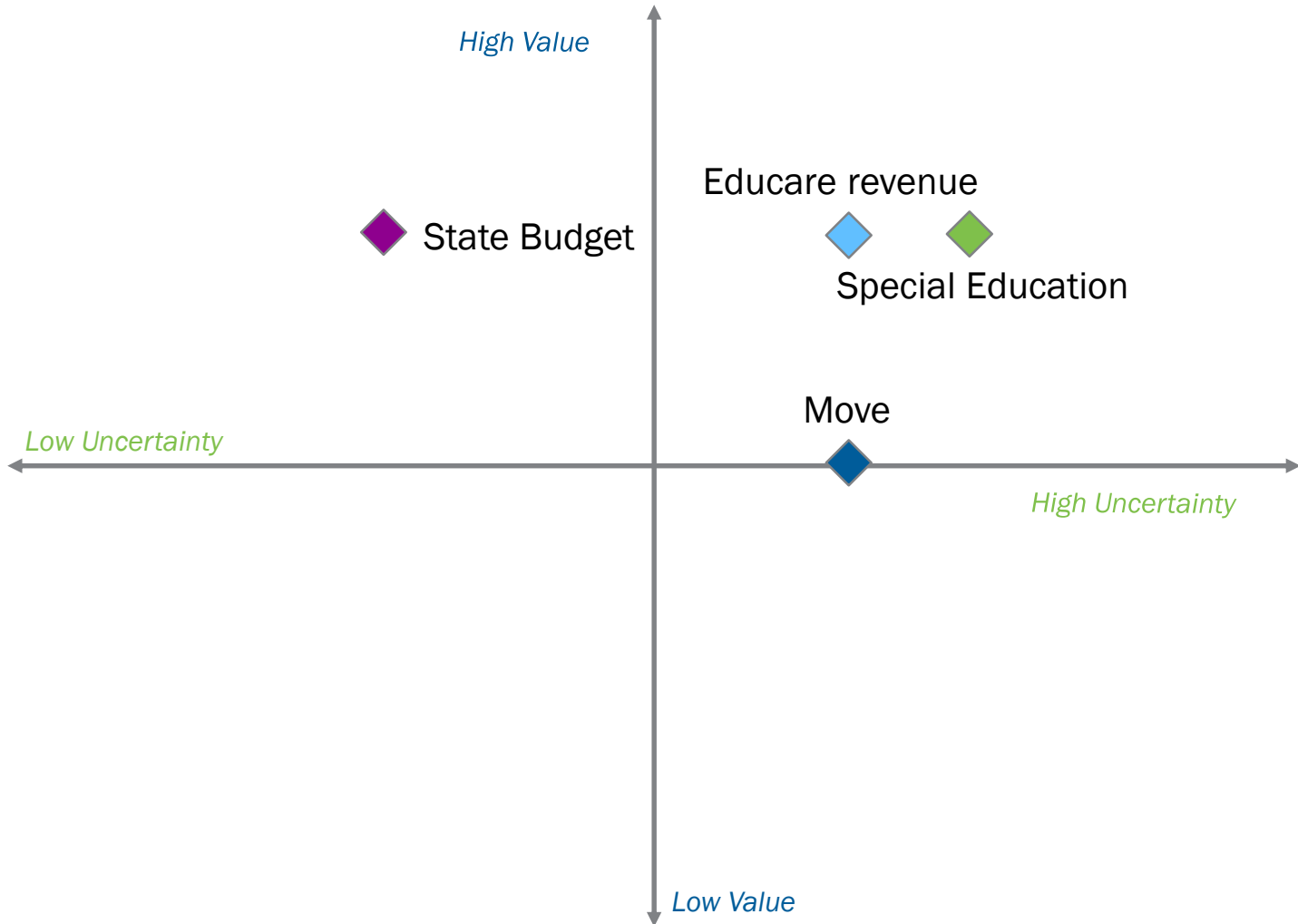


Fund Balance: Growth Over Time

After steady growth, may need to consider changes for sustainability



Important Areas with Uncertainty for FY19



APPENDIX II: Comprehensive CALPADS Service Scope		
Task Description	EdTec Responsibilities	School Responsibilities
A. Fall 1 Submission (October - January)		
Data Review and Reconciliation	<ul style="list-style-type: none"> -Provide schools with list of required data and project calendar -Manage submission deadlines for each school site and provide regular reminders -Review Fall 1 required data in School's SIS and identify missing/inaccurate data -Review of CALPADS Fall 1 setup in School's SIS (race/ethnicity, exit code mappings) -Train staff how to review Fall 1 certification reports and resolve fatal errors 	<ul style="list-style-type: none"> -Populate School's SIS with all Fall 1 required data per EdTec's guidance -Adhere to project calendar deadlines as set forth by EdTec -Review and certify Fall 1 snapshot reports and make corrections, as needed
Student Enrollment Submission	<ul style="list-style-type: none"> -Mass request SSIDs and update student enrollments through an SENR submission -Generate and troubleshoot SENR extracts -Train school how to manually generate single SSIDs in CALPADS for new students enrolling throughout the school year 	<ul style="list-style-type: none"> -Enter required student demographic information into School's SIS -Follow up with other districts/schools to resolve CCE and MID anomalies
Student Information Submission	<ul style="list-style-type: none"> -Generate, upload and troubleshoot SINR extracts -Generate, upload and troubleshoot SELA extracts 	<ul style="list-style-type: none"> -Ensure English Language Learner Information in School's SIS is up-to-date and accurate
Student Programs Submission	<ul style="list-style-type: none"> -Review student program records in School's SIS for completeness. Add student program records, if necessary -Generate, upload and troubleshoot SPRG extracts 	<ul style="list-style-type: none"> -Enter lunch eligible (free and reduced), foster youth and special education records into School's SIS
B. Fall 2 Submission (October - March)		
Data Review and Reconciliation	<ul style="list-style-type: none"> -Provide schools with list of required data and project calendar -Manage submission deadlines for each school site and provide regular reminders -Review State required data in School's SIS and identify missing/inaccurate data -Review of CALPADS Fall 2 setup in School's SIS -Train staff how to review Fall 2 certification reports and resolve fatal errors 	<ul style="list-style-type: none"> -Populate School's SIS with all Fall 2 required data per EdTec's guidance -Adhere to project calendar deadlines as set forth by EdTec -Review and certify Fall 2 snapshot reports and make corrections, as needed
Staff Demographics Submission	<ul style="list-style-type: none"> -Generate reports that identify missing or inaccurate staff demographic data -Provide guidance on data requirements for staff demographic records -Provide guidance on obtaining SEID numbers for credentialed staff 	<ul style="list-style-type: none"> -Request Statewide Educator ID (SEID) numbers for certificated staff -Enter staff demographic data and fix any error identified by EdTec
Staff Assignments Submission	<ul style="list-style-type: none"> -Update school-provided Staff Assignment data into School's SIS, as needed -Provide guidance on data requirements for staff assignment records -Generate, upload and troubleshoot SASS extract(s) 	<ul style="list-style-type: none"> -Enter staff assignments records in the staff assignments into School's SIS
Course Sections Submission	<ul style="list-style-type: none"> -Update school-provided Course/Section data into School's SIS -Generate, upload and troubleshoot CRSE extract(s) 	<ul style="list-style-type: none"> -Enter required course and section information in School's SIS
Student Course Sections Submission	<ul style="list-style-type: none"> -Generate, upload and troubleshoot SCSE extracts 	<ul style="list-style-type: none"> -Ensure student schedules are up-to-date and accurate through Census Day
C. End-of-Year Submission (May - August)		
Data Review and Reconciliation	<ul style="list-style-type: none"> -Provide schools with list of required data and project calendar -Manage submission deadlines for each school site and provide regular reminders -Review State required data in School's SIS and identify missing/inaccurate data -Review of CALPADS EOY setup in School's SIS (discipline codes, program codes) -Train staff how to review EOY certification reports and resolve fatal errors 	<ul style="list-style-type: none"> -Populate School's SIS with all EOY required data per EdTec's guidance -Adhere to project calendar deadlines as set forth by EdTec -Review and certify End-of-Year certification snapshot reports and make corrections, as needed
Student Enrollment Update Submission	<ul style="list-style-type: none"> -Generate and submit SENR and SINR extracts for all changes since the Fall 1 Submission 	<ul style="list-style-type: none"> -Populate School's SIS with required student demographic information for students since the last enrollment update -Verify completers and graduates along with all associated data elements
End-of-Year Program Submission	<ul style="list-style-type: none"> -Submit and troubleshoot the End-of-Year program submission (SPRG) -Provide guidance on data requirements for additional program records 	<ul style="list-style-type: none"> -Enter student End-of-Year student program records into School's SIS
End-of-Year Discipline and Attendance Submission	<ul style="list-style-type: none"> -Submit and troubleshoot the End-of-Year Discipline submission (SDIS) -Submit and troubleshoot the End-of-Year Attendance submission (STAS) -Provide guidance on data requirements and process for adding discipline records in School's SIS 	<ul style="list-style-type: none"> -Enter student discipline information into School's SIS -Enter all absences for the reporting year into School's SIS
End-of-Year Course Completion Submission	<ul style="list-style-type: none"> -Submit and troubleshoot the End-of-Year Course Completion submission (CRSC and SCSC) 	<ul style="list-style-type: none"> -Confirm all term grades have been entered into School's SIS for Grades 7-12
D. Anomaly Resolution (Year-long, as needed)		
Anomaly Resolution Support	<ul style="list-style-type: none"> -Assist school with identifying and fixing CCE, MID and ERD anomalies in CALPADS and School's SIS -Provide schools with CALPADS contact info for other LEAs 	<ul style="list-style-type: none"> -Follow up with other LEAs to resolve anomalies

*This proposal does not include data remediation services. If it is determined that the initial data quality and set up requires significant intervention by EdTec, a separate scope of work for data remediation services may be required.

APPENDIX III: PowerSchool Support

Core Service Bundle

- Beginning-of-year system setup and configuration
- Beginning-of-year scheduling assistance and support
- Local attendance reporting and compliance setup
- Grading setup support, including assistance with:
 - Setting up grading terms
 - Modifying grading scales
 - GPA calculations
- PowerTeacher Gradebook training and setup
- Report card and progress report setup and support
 - Traditional-based grading only
- Basic report, form letter, and mailing label setup and support
- End-of-year rollover and closeout

PowerSchool Helpdesk and Training

- PowerSchool administrative support and troubleshooting
- PowerSchool ad-hoc training around Core Service Bundle
- PowerTeacher and gradebook support
- Three (3) included trainer-led workshops around Core Service Bundle topics. Topics to be determined by school.

APPENDIX IV: Data Analysis Services

Overview

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

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

Student & School Performance Data Analysis Services

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

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

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

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

- Overall School Performance
 - Across various measures including comparisons to similar schools - as defined by the state or selected by school leadership
- Longitudinal Analysis of School Improvement and Individual Student Performance
 - Individual student performance year-over-year
 - Focus areas / standards that students have struggled with
- Teacher Effectiveness
 - Current year teacher assignments
- Sub-Groups
- Cohorts
- Multiple Year Comparisons



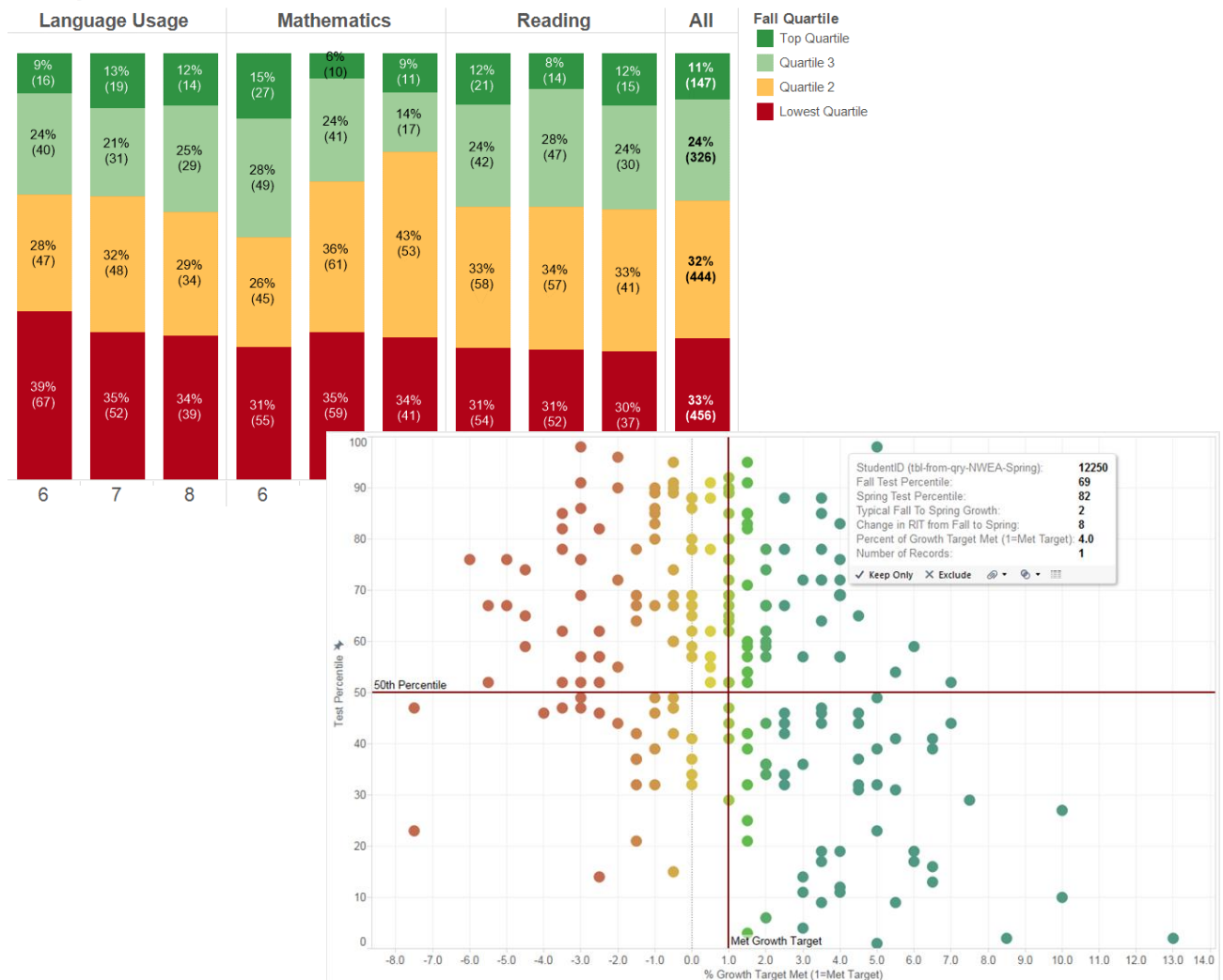
Data Analysis Service

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

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

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

NWEA Quartile Breakdown - Fall



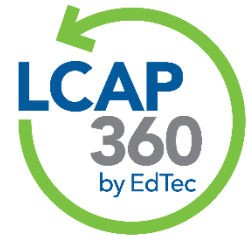
LCAP 360 Overview

APPENDIX V:

LCAP 360 by EdTec



Comprehensive LCAP Service



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

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



Phase I: Assess & Align

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



Phase II: Educate, Create & Develop

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



Phase III: Execute, Mentor, & Monitor

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

Let our experts streamline the LCAP process
at your school!



www.edtec.com | email: askus@edtec.com

APPENDIX VI: EdTec Services Beyond Back-Office

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

Charter Development

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

Resource Development

- Grant Research
- Grant Writing

Strategy

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

Local Control Accountability Plan (LCAP)

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

WASC and A-G Approval

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

Assessment & Accountability

- Academic Performance Trend Analysis
- Testing Data Analysis
- Student Assessment System Support

APPENDIX VII: The EdTec Team

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

Senior Leadership

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

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

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

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

Mark Campo, Executive Vice President & Chief Marketing Officer, joined EdTec in 2006 and has over twenty-eight years of experience at start-ups, mid-sized companies and Fortune 500 firms spanning the education, software, and manufacturing sectors. Mark has held management and contributor positions in the areas of finance, professional services, business development, operations, marketing and sales.

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

Mark holds a BA in economics from Dartmouth College.

Kristin Dietz, Vice President of Client Management and Financial Compliance, has been working with charter schools for more than 20 years. She spent 10 years in public accounting as an auditor of

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

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

Bryce Fleming, VP of Client Management & School Finance, works with schools across several states on budget planning, financial analysis, cash flow management and compliance. Bryce is also a team lead on state budget and cash flow analysis and providing training for external partners, as well as state advocacy organizations. Prior to EdTec Bryce worked in financial planning and investment management. Having come from a long line of teachers in his family, he strongly believes in the power of education to effect individual and social change. Bryce and his family own a whitewater rafting company and Bryce has guided summer rafting trips for many years. Bryce loves the outdoors, cooking, traveling, and a wide variety of sports.

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

Peter Laub, Executive Vice President & Chief Client Services Officer, joined EdTec in 2003 and is an experienced manager and entrepreneur in the education and arts fields. He has managed a performing arts education organization, worked as a product manager at a corporate e-learning venture, and founded an online arts education company. Peter has also been an independent marketing consultant for investment and consumer products companies, and wrote a school services feasibility study for the Pisces Foundation.

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

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

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

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

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

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

Adam Musch, Chief Financial Officer, has held several senior finance and marketing positions in venture-backed technology companies around California. Prior to joining EdTec in 2003, he was Director of Finance and Marketing at a startup developing advanced GPS technology for cell phones.

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

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

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

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

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

Staff

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

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

Vince attended San Francisco State for his BS in Accounting.

Ryan Campbell, Payroll Associate. Ryan assists the payroll team with a variety of projects including, performing quality control reviews of payroll, and helping to generate payroll reports. He is a recent college graduate with internship experience in the insurance industry. Ryan has a bachelor's degree in finance and international business.

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

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

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

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

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

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

Kayla holds a BS in Marketing from Shippensburg University.

Kelly Ellis, Director of Client Management, comes to EdTec with a background in both education and finance. Most recently, Kelly worked as a Manager on the Education Finance Team at Pivot Learning Partners where she focused on supporting school districts to distribute resources more equitably. She began her career in education by teaching 5th grade for the Ravenswood School District in East Palo Alto, followed by teaching 4th grade for two years in Brazil. In her spare time, Kelly loves traveling the world, exploring new adventures, running, snowboarding and being outdoors.

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

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

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

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

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

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

James holds a BA from UC Berkeley.

Joanna Han, Business Manager, is a recent California transplant from Virginia and the DC metro area. She comes to EdTec with experience in business operations management and consulting in the health services sector. After recently completing her graduate studies, she came to Los Angeles to serve as an Education Pioneers Fellow. Through Education Pioneers, she worked to streamline and revise operations processes at Extera Public Schools, a charter school system in Boyle Heights. This experience inspired her to make LA her new home and to pursue further work in charter schools as a business manager in EdTec's SoCal office. In her free time, Joanna enjoys reading, hiking, traveling and exploring California.

Joanna holds a BA in English from the University of Mary Washington and an MPA from George Mason University.

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

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

Brian Holmes, Associate Client Manager, comes to EdTec with 5 years of public sector finance experience. While working for the Department of Economic Security in Arizona, he managed the budget and reporting processes for several programs, including the Supplemental Nutrition

Assistance Program totaling over \$1B. Brian has a passion for translating complex financial information in order to better inform public leadership's decision making process. In his spare time, Brian enjoys playing soccer, hanging out with his three dogs, and spending quality time with family.

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

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

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

Ethan holds a BS in Aerospace Engineering from MIT.

Mary Ibe, Accounting Operations Manager, originally from Orange County, moved up to the Bay Area over 10 years ago. Her accounting background has been very hands on, working in AP as her first job out of college, and then gaining experience in billing, payroll, and financial reporting in successive positions. She enjoys full cycle accounting and is passionate about improving accounting and business processes as well as helping companies build financial strength. She studied abroad in Italy, and was lucky to travel a lot during college. Her favorite travel memories are drinking wine, eating gelato, hiking Machu Picchu in Peru, and enjoying the Carnival in Rio de Janeiro, Brazil.

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

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

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

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

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

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

Dena Koren, Senior Director of Client Management, brings a blend of education and private sector experience to her role at EdTec. Early in her career, Dena worked at BELL (Building Educated Leaders for Life), a national nonprofit afterschool and summer program for low-income elementary school students. At BELL, she led the teacher and tutor recruitment team, as well as helped develop plans for new school and district partnerships. Prior to coming to EdTec, Dena worked as a strategy consultant with The Boston Consulting Group, helping clients from a wide range of industries (e.g., education, consumer goods, and financial services) develop strategic plans and operational improvement programs. Outside of work, Dena loves spending time with her two daughters, running, hiking, and wine tasting. Additionally, Dena serves on the advisory board of One Purpose School in San Francisco.

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

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

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

Daniela Lopez-Vargas, Data Consultant, comes to EdTec with a background in charter school operations. She previously worked for El Camino Real Charter High School in Woodland Hills where she learned all about the educational opportunity charter schools offer students. While studying at UCLA she developed an interest in education and interned at the UCLA Lab School where she taught elementary school kids math. Although she is not a teacher, she feels like her work at El

Camino was meaningful because it allowed administrators and teachers to do their job more efficiently, helping to make the school better. When she isn't working, she loves exploring Los Angeles with friends and family, and going to Disneyland!

Daniela received her B.S. in Mathematics and Economics from UCLA.

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

Gabe holds a BA in History from Rutgers College.

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

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

Kari Neely, Payroll Specialist, has 20 years of Payroll, HR, and Benefits Administration experience, mostly gained at Las Vegas Motor Speedway, and more recently in the gas and oil industry here in Denver. After being away for 25 years, she moved back to Colorado 3 years ago to be closer to her family. She has 3 grown children, loves drag racing, and works at Bandimere Raceway on weekends during the racing season. She also travels back to Las Vegas twice a year to work Drag Races. In her spare time, she enjoys football (Pittsburgh Steelers) and hockey (Golden Knights) and spending time with family and 2 dogs.

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

Raymond holds a BS from CSU Los Angeles.

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

Yen holds a BE in Mechanical Engineering from Vanderbilt University.

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

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

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

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

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

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

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

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

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

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

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

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

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

Danielle loves travelling, wine tasting, skydiving, cooking and volunteering.

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

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

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

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

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

Katie Rarick, Client Manager, comes to EdTec from Teach for America. Before joining staff at TFA in 2008, she was a TFA 7th-8th grade math teacher in Philadelphia. During her time on staff she worked as a Business Analyst, managed the Mississippi Fundraising Team for 5 years, and in her most recent role managed the regional Planning & Analysis Team. The team worked with 43 regions

across the country and managed a portfolio of \$230 million. She is married and has two little girls, Ryan and Dylan. In her spare time she spends time with her family, goes to Zumba, and enjoys backpacking and fishing.

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

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

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

Jennifer Reyes, Ed.D., Educational Support Services Manager, has extensive experience in teaching, school leadership, and instructional coaching. As part of the LCAP 360 Team, she assists schools in developing their Local Control Accountability Plans and processes to align with their mission and vision. She also supports with reporting and planning for accreditation, petitions, and more. Prior to her arrival at EdTec, she served as a site leader, organization-level leader, and instructional coach with the PUC Schools charter network in Los Angeles, where she developed expertise in school improvement and accountability. She was previously a teacher and summer programs administrator at Crossroads Middle School, a progressive independent school in Santa Monica, CA. Jennifer earned a B.A. in Literature and Studio Art from Scripps College and an Ed.D. in Educational Leadership from University of California, Los Angeles. She is passionate about academic excellence, educating the whole child, and closing the achievement gap. She enjoys reading, cooking, and having fun with her two sons.

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

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

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

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

Trevor Skelton, Client Manager, comes to EdTec with a passion for translating and utilizing financial data to effect positive change in disadvantaged communities. A product of a charter school, Trevor is proud to be supporting the charter movement in this role. Before joining EdTec in 2017, Trevor worked as a Senior Financial Analyst with the Arizona Department of Economic Security, managing financial forecasts and programmatic budgets upwards of \$10M to support Arizona's most

vulnerable through a wide swath of temporary social services. Originally from Phoenix, AZ, Trevor enjoys photography, hiking, music, and playing video games in his free time.

Trevor holds a BS in Economics from Arizona State University.

Slav Sobkov, Client Manager, comes to EdTec with experience in finance, computer science, and project management from the private and non-profit sectors. Most recently, Slav worked as a Finance Manager at Green Dot Public Schools where he oversaw financial performance for twenty-five charter schools in CA and TN. Prior to this role, Slav managed a test prep company, which he co-founded after working at JPMorgan in Asset Management and leaving to pursue his passion for education. In his spare time, Slav enjoys hiking, swimming, Latin dancing, and catching up with friends.

Slav holds a BS in Computer Science from Columbia University and an MBA from UCLA Anderson School of Management. He is also an Education Pioneers Alum.

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

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

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

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

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

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

Stephenie Tesoro, Operations Manager, has experience in the non-profit sector working for the Boys & Girls Clubs of Oceanside. Stephenie's work experience also includes supporting every level of

management in an administrative function across diverse types of business settings. She spent two years as a certified crisis counselor with the Sexual Assault Crisis Agency in Long Beach, CA. A southern California native, Stephenie enjoys reading, cooking and gardening.

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

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

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

Callie Turk, Business Manager. Callie comes to EdTec with 4 years of public sector finance experience and a passion to create a positive impact in her community. Most recently she worked for the Department of Economic Security in Arizona where she managed the budget and financial reporting for the state's early childhood development and intervention program. Having started her professional career in the Arizona Senate, she has a passion for disseminating complex financial information to better inform decision-makers.

Callie enjoys camping, hiking, and all things brunch/breakfast. Callie holds a BA in Spanish Linguistics, a BA in Political Science, and a MPP from Arizona State University.

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

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

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

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

Kelsey Wrobel, Associate Client Manager, comes to EdTec from the commercial real estate industry where she managed the acquisition and financing of office and multi-family projects. She has

experience in financial modeling, project management, and process development. Prior to joining EdTec, Kelsey also volunteered on the Didi Hirsch Suicide Prevention Crisis Line as a crisis intervention counselor. Kelsey loves to cook and practice yoga, and is a part-time yoga instructor.

Kelsey holds a BA in Business Economics from UCLA.

APPENDIX VIII: Client References

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

Client Name and Address	Service(s)	Contact, Phone & E-Mail
<u>Bullis Charter School</u> 102 West Portola Avenue Los Altos, CA 94022	1) Back-Office Services 2) Charter Renewal Petition Budget Development	Wanny Hersey Director (650) 947-4100 whersey@bullischarterschool.com
<u>Community Learning Center Schools:</u> 1) Alameda Community Learning Center 2) Nea Community Learning Center Central Office: 1900 Third Street Alameda, CA 94501	1) Charter Petition Budget Development 2) Back-Office Services	Annalisa Moore Executive Director (510) 263-9266 annalisa.moore@clcschools.org
<u>Ezequiel Tafoya Alvarado Academy</u> 26247 Ellis Street Madera, CA 93638	1) Back-Office Services 2) Financing Assistance 3) PowerSchool Support 4) CAASPP Analysis	Nicolas Retana, PhD Director (559) 675-2070 nicolasretana@hotmail.com
<u>Leadership High School</u> 350 Seneca Ave. San Francisco, CA 94112	1) Back-Office Services 2) CALPADS Service 3) PowerSchool Support 4) Charter Renewal Support	Corinne Benson Director of Administration (415) 841-8910 cbenson@leadershiphigh.org
<u>Oxford Day Academy</u> 1001 Beech Street East Palo Alto, CA 94303	1) Charter Petition Budget Development 2) Pre-Launch Services 3) Back-Office Services	Mallory Dwinal Founder & CEO (650) 260-3152 mdwinal@oxforddayacademy.org

Client Name and Address	Service(s)	Contact, Phone & E-Mail
<p><u>Richmond College Prep Schools</u> 1014 Florida Avenue Richmond, CA 94804</p>	<ol style="list-style-type: none"> 1) Back-Office Services 2) LEA & Schoolwide Plan Development 3) Charter Renewal Petition Development 	<p>Peppina Chang CEO (510) 235-2066 plchang@rcpschools.org</p>
<p>Roads Education <u>Pivot Charter Schools</u> 4 charter schools: Sonoma, Chico, San Diego and Riverside</p>	<ol style="list-style-type: none"> 1) Back-Office Services 2) Charter Petition Budget Development 3) Student Performance Data Analysis 	<p>Jayna Gaskell Executive Director (530) 550-7616 jgaskell@pivotcharterschools.org</p>
<p><u>STREAM Charter School</u> 479 Oro Dam Blvd. Oroville, CA 95965</p>	<ol style="list-style-type: none"> 1) Charter Petition Budget Development 2) Back-Office Services 	<p>Don Phillips Director / Principal (530) 534-1633 dphillips@streamcharter.net</p>
<p><u>University Preparatory Academy</u> 2315 Canoas Garden Avenue San Jose, CA 95125</p>	<ol style="list-style-type: none"> 1) Back-Office Services 2) Charter Renewal Petition Development 3) PowerSchool Support 	<p>David Porter Executive Director (408) 723-1839 dporter@upatoday.com</p>
<p><u>Vista Oaks Charter School</u> 14301 Byron Hwy Byron, CA 94514</p>	<ol style="list-style-type: none"> 1) Pre-Launch Services 2) Back-Office Services 	<p>Joy Groen Executive Director (209) 365-4060 joy.groen@vistaoaks.net</p>