

# Contra Costa School of Performing Arts

Charter School Business Services

March 20, 2023



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# Cover Letter

03/20/2023

Contra Costa School of Performing Arts

Dear Ms. Byers,

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

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

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

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

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

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

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

# Cover Letter

## Focus on Accuracy

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

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

Sincerely,

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

Joanne Fountain, CEO

Delta Managed Solutions, Inc.

# Company Overview

## Stay student focused – we cover the rest.

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

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

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

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

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

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



# Scope of Services

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

## Fiscal Services

### Accounting

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

### Budgeting

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

### Accounts Payable/Receivable

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



### Online Access Whenever You Need It

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

# Payroll, Retirement & HR Support

## 100% In-House Payroll

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

## STRS/PERS Retirement Reporting

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

# AP, Purchasing & Procurement

## Purchasing

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

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

Integrated card management for authorized staff purchases.

# Compliance and Reporting

## Federal, State, CALPADS and ADA Reporting

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



# Fiscal Services

## Overview

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

## Integrated Accounting System

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

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

## **“DMS-SHARE” Online Portal**

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

## **New & Renewing Charter Support**

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

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

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

# Payroll, Retirement and HR Support

## Overview

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

## Online Employee Portal Support

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

## Employee Benefits Support

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

## CalSTRS/CalPERS Reporting

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

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

# AP, Purchasing & Procurement

## Overview

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

## Purchasing Support

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

## Accounts Payable/Receivable

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

## E-Commerce Purchasing

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

# Compliance & Reporting

## Overview

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

## Federal & State Categorical Reporting

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

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

## LCAP Tracking And Support

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

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

## 100% SACS-Based Budgeting

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



# The DMS Difference

## ✓ Charter School Specialists

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

## ✓ 100% In-House Services

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

## ✓ 24/7 Online Access to Finances

Monitor key financial information online via our secure client portal.

## ✓ Dedicated Support Teams

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

## ✓ Non-Classroom-Based Specialists

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

## ✓ Continual Legislative Updates

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

## ✓ 100% Employee-Owned

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

## Why DMS employee-ownership is good for your school



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

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

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



# Leadership Team

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



## **Joanne Fountain, CEO**

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



## **Karl Yoder, CFO**

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



## **Berenice Ocegüera, Controller**

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



### **Heather Crowley, Department Head - Accounting**

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



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

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



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

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



### **Thomas Richard, IT Manager**

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



# Service Excellence

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# Pricing

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

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

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

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

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

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



# Sample Monthly Financial Update

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



# Sample Charter School

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



## SAMPLE SUMMARY NARRATIVE

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

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

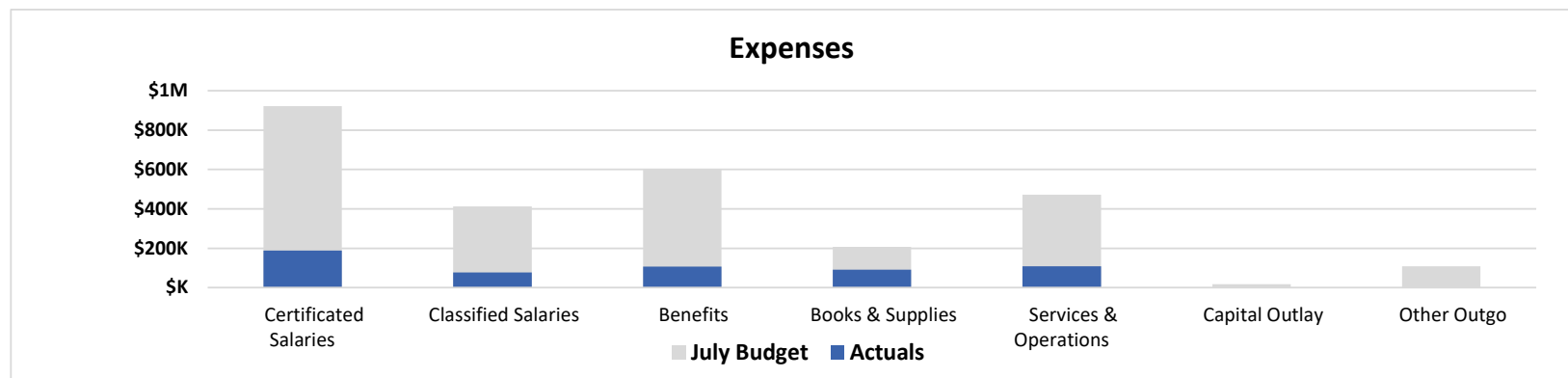
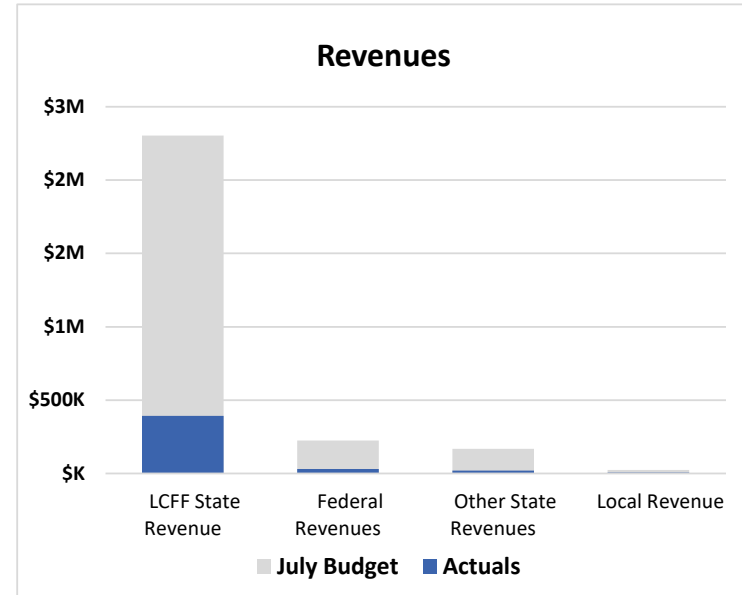
The state funding deferrals will cause a cash flow gap in Spring 2021 that Sample Charter will need to borrow to cover, probably about \$450k for 6-8 months, and then all paid back in Fall 2021 when the deferrals come in. We have several available options to choose from and will be bringing those options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

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

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

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

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



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

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

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

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

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

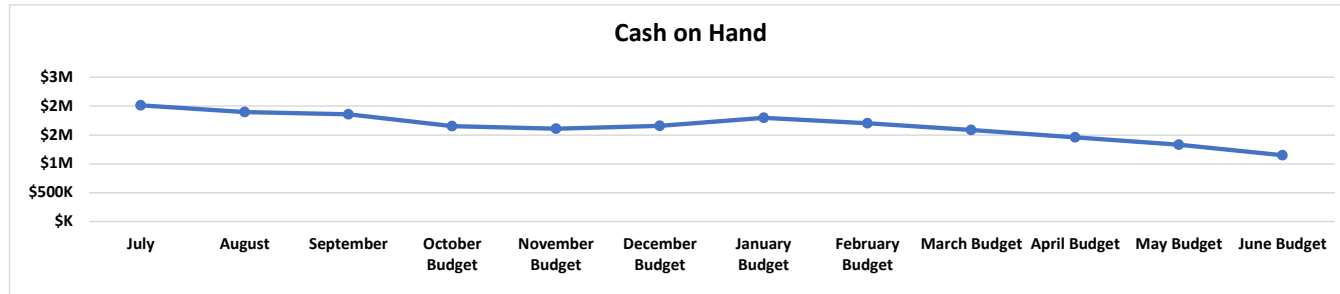
Actuals vs Budget	Object	Description	July Budget	Actuals 9/30/2020	% of Budget	Comments/Notes
Services & Other Operating Costs						
	5200	Travel & Conferences	2,000	491	25%	
	5210	Mileage Reimbursements	6,000	696	12%	
	5300	Dues & Memberships	5,000	7,291	146%	Will revise at First Interim by reallocating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

**SAMPLE CHARTER SCHOOL  
2020-21 DMS Monthly Update  
Monthly Cash Flow**

	July Budget	July	August	September	October Budget	November Budget	December Budget	January Budget	February Budget	March Budget	April Budget	May Budget	June Budget	Accruals	Total
<b>Beginning Balance</b>		<b>1,425,190</b>	<b>2,012,123</b>	<b>1,894,136</b>	<b>1,857,088</b>	<b>1,655,524</b>	<b>1,611,025</b>	<b>1,660,860</b>	<b>1,795,003</b>	<b>1,703,363</b>	<b>1,583,864</b>	<b>1,458,835</b>	<b>1,333,805</b>		
<b>Revenues</b>															
LCFF State Revenue	2,058,288	103,040	103,040	185,472	185,472	185,472	185,472	185,472	92,612	61,741	61,741	61,741	0	647,013	2,058,288
EPA	46,838	0	0	0	11,710		11,710			11,710			11,709	0	46,838
In-Lieu Property Taxes	199,617	0	0	0	35,025	23,350	0	23,350	23,350	0	23,350	23,350	0	47,842	199,617
Prior Year Corrections	0	0	0	0	0									0	0
Federal Revenues	225,090	3,916	10,598	16,018	5,532	42,311	47,579	3,900	3,900	21,071	3,900	3,900	21,071	41,394	225,090
Other State Revenues	167,930	360	0	19,663	15,132	5,968	15,132	15,132	7,556	5,037	5,037	5,037	0	73,876	167,930
Other Local Revenue	23,867	6,181	729	50		1,236	1,236	1,236	1,236	1,236	1,236	1,236	1,236	7,019	23,867
<b>Total Revenues</b>	<b>2,721,629</b>	<b>113,497</b>	<b>114,367</b>	<b>221,203</b>	<b>23,964</b>	<b>258,337</b>	<b>261,129</b>	<b>229,090</b>	<b>128,654</b>	<b>100,795</b>	<b>95,264</b>	<b>95,264</b>	<b>34,016</b>	<b>817,144</b>	<b>2,721,629</b>
<b>Expenditures</b>															
Certificated Salaries	922,166	8,971	93,038	86,872	86,872	74,973	74,973	74,973	74,973	74,973	74,973	74,973	74,973	46,630	922,166
Classified Salaries	412,731	9,375	24,334	43,981	36,831	36,800	36,800	36,800	36,800	36,800	36,800	36,800	36,800	3,810	412,731
Benefits	601,195	4,928	45,327	56,877	55,285	54,300	54,300	54,300	54,300	54,300	54,300	54,300	54,300	4,378	601,195
Books & Supplies	207,832	31,436	30,783	29,139	32,218	12,990	9,447	9,447	9,447	9,447	9,447	9,447	9,447	5,139	207,832
Services & Operations	472,215	40,362	25,313	42,970	34,607	35,774	35,774	35,774	35,774	35,774	35,774	35,774	35,774	42,771	472,215
Capital Outlay	18,000	0	0	0	0	0	0	0	0	0	0	0	0	18,000	18,000
Other Outgo	108,000	0	0	0	0	0	0	0	9,000	9,000	9,000	9,000	9,000	63,000	108,000
<b>Total Expenditures</b>	<b>2,742,140</b>	<b>95,073</b>	<b>218,795</b>	<b>259,839</b>	<b>247,991</b>	<b>214,836</b>	<b>211,294</b>	<b>211,294</b>	<b>220,294</b>	<b>220,294</b>	<b>220,294</b>	<b>220,294</b>	<b>220,294</b>	<b>183,728</b>	<b>2,742,140</b>
<b>Other Cash Inflows/Outflows</b>															
Accounts Receivable/Other Assets	0	358,874	0	0	116,347			116,347						0	591,568
Fixed Assets	0	(5,000)	(10,000)	(25,591)	0	(88,000)								0	(128,591)
Accounts Payable (net change)	0	(112,425)	(3,558)	27,180	0									0	(88,804)
Loan Proceeds	0	327,060	0	0	0									0	327,060
<b>Net Inflows/Outflows</b>	<b>0</b>	<b>568,509</b>	<b>(13,558)</b>	<b>1,589</b>	<b>22,463</b>	<b>(88,000)</b>	<b>0</b>	<b>116,347</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,443,373</b>

**ENDING CASH BALANCE**                                      **2,012,123    1,894,136    1,857,088    1,655,524    1,611,025    1,660,860    1,795,003    1,703,363    1,583,864    1,458,835    1,333,805    1,147,527**

**Days Cash on Hand**                                      **269.60    253.79    248.83    221.82    215.86    222.53    240.51    228.23    212.22    195.47    178.71    153.75**





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

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

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

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

# Sample Monthly Deadlines & Compliance Calendar

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



# Monthly Reporting Deadlines & Compliance Calendar

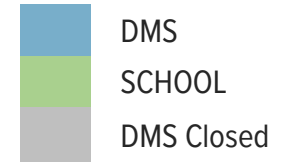
**2020 - 2021**

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



# Annual Calendar

## 2020 - 2021



### January

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

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

### February

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

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

### March

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

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

### April

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

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

# 2021 January



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

# 2021 February



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