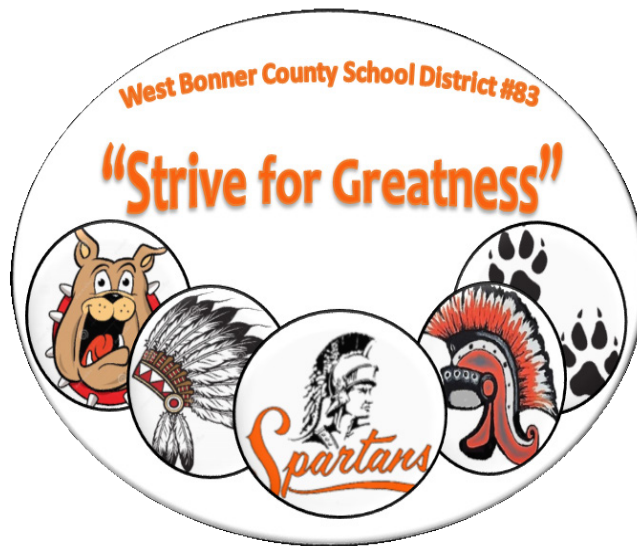


Proposal for Business Management Services





Kim Spacek Superintendent
West Bonner School District
134 Main St.
Priest River, ID 83856

Thank you for the opportunity to submit a proposal for business management services for West Bonner School District. We are thrilled at the possibility of working with you. We intend to exceed your expectations, with particular focus on your priority areas:

2 – COLLABORATIVE PARTNERSHIP: West Bonner and Charter Impact will work together to integrate industry best practices and tailored processes that best meet West Bonner's unique needs.

We feel confident that Charter Impact would be an excellent partner for West Bonner, and that we can provide a competitively priced service offering with the highest qualifications and capabilities. Please contact me with any questions or comments regarding our proposal or our services. We are very excited about the opportunity to partner and greatly look forward to hearing back from you.

AdK

Adam Kaeli
Co-CEO
Charter Impact, LLC

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

VALERIE BRAIMAH
EXECUTIVE DIRECTOR, CITY CHARTER SCHOOLS, 2013 - 2021 (LOS ANGELES)



Collaboration as a Management Solution

Managing a school district and providing specialized education to your local community is a righteous endeavor and one that only a team of highly qualified educators can tackle. However, navigating the financial and operational side of the organization can be a daunting task. School funding, regulations and reporting are constantly changing. Managing and monitoring these areas while staying in compliance with internal controls and avoiding audit findings is labor intensive, and it takes your time away from the classroom. **We can help.**

Charter Impact is a mission-driven business partner dedicated to empowering schools and non-profits with professional, personalized financial management and operational support. Our number one priority is to provide **timely, accurate financial information** with **dependable, responsive customer service** at an affordable cost.

Our model of service resembles more of a hand-in-hand partnership than a “back” office company. We stand with our clients, not behind them, and help navigate from start-up through strategic growth and into long-term sustainability. We believe that what separates us from other firms is our ability to go a step beyond producing financial statements. As a team of experienced CPA's, finance experts, and other business professionals focused on nothing but school and non-profit business management, we can offer the type of high-level professional and personal support that no one else can.

As **West Bonner** continues its strategic focus on long-term sustainability and stability, it will be critical to have support from a team of professionals experienced in managing schools and school districts. Having our team at your disposal will allow you to manage changes on the West Bonner horizon effectively and efficiently, and we will work with you and your board to assist in the long-term strategic planning of the organization to ensure success.

We highly encourage you to contact our references. From the perspective of a school leader, they can speak very clearly about what it means to work with a business management firm as a true partner to their mission.

Mission Statement

Our Vision

Charter Impact empowers mission-driven organizations to create positive, measurable change in their communities by providing personalized expertise in finance, data and back-office business operations.

We accomplish this through enthusiastic collaboration within our team and with our clients.

Core Values

CLIENT-CENTRIC

We anticipate client needs, seek out feedback, and take pride in being exceptionally accessible from Day One.

COLLABORATIVE

Working together while embracing healthy debate strengthens our team. It helps us retain excellent staff, provide outstanding service, and have fun doing it.

ADAPTABILITY

Regulations change, systems break, and clients need steady guidance to persevere. We pivot accordingly and provide thoughtful, actionable solutions.

GRIT

We are dedicated to working hard, taking ownership, and actively seeking out opportunities to be problem-solvers when issues arise.

Client Success Stories

The stories below provide a recent sample of what we help our clients accomplish.



Enabling Outstanding Academic Results

Scholarship Prep Public Schools was looking to build on their strong reputation by expanding its mission and impact into additional counties. Charter Impact provided key data, including financial analysis for support of homeless and at-risk students' use of transportation to and from school, access to food, clothes, and additional supplies. Due to the strength of their schools' performance and petitions, Scholarship Prep's Orange County site was awarded a coveted 7-year renewal and the organization received unanimous approval to open multiple schools through a Riverside County-Wide Charter, with the first school scheduled to open in spring of 2023.



Solidifying Your Facilities' Futures

Aspen Public Schools was evaluating plans for their facilities, including lease and purchase options. Charter Impact partnered with legal and facilities planning experts to close over \$12 million in bond financing to purchase their leased Aspen Valley and Aspen Meadow facilities. The funding also supported site improvements and ensures access to suitable cost-effective sites amidst increasing political and economic uncertainty.



Successful Appeals

College Preparatory Middle School — La Mesa faced an uphill battle on approval of their new charter petition for the 2018–19 school year. After being denied at the local level, we stood and fought with the College Prep team, creating detailed financial plans, responding to multiple inquiries and presenting to the State Board in Sacramento — the eventual authorizer. College Prep Middle School - La Mesa won their appeal and are in the fourth year of serving their community.



Building for Growth

TEACH Public Schools was founded in 2010 with a mission to provide innovative, dynamic, creative, and educationally enriching institutions of positive-driven learning. TEACH grew to three schools serving kindergarten - 12th grade in the Westmont/Gramercy Park community of Los Angeles, and within a decade, interest in TEACH's program grew beyond state borders. When TEACH Public Schools expanded from California to Nevada, Charter Impact was there to support them with the financial acumen and diligence needed to manage a multi-site, multi-state network. Whether you're a start-up school seeking funding for your first facility or a large, complex network expanding your footprint, the Charter Impact team has the expertise to help you grow sustainably.

References

CHRISTINA CALLAWAY

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RAUL CARRANZA

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SEBASTIAN COGNETTA, ED.D.

Executive Director, Allegiance STEAM Academy
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ANDREW CROWE

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KENNEDY HILARIO

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KRISTIN KRAUS

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BILLY MCINTOSH

Executive Director, Highland Academy Charter School
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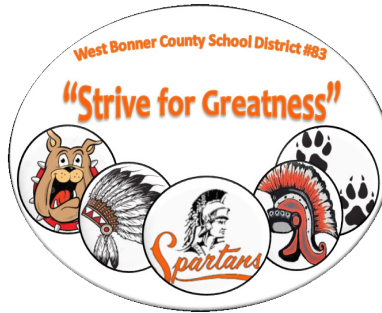
CINDY WAGNER

Superintendent, O'Farrell Charter Schools
San Diego, California
cindy.wagner@ofarrellschool.org | 619.323.4030

"Our experience has been phenomenal; we are thrilled with the transition. The team's knowledge and work ethic are astounding. At last night's Board meeting, CI presented two school budgets, two EPA resolutions and a revised fiscal policies manual. Our board members were blown away. In all of the years they have served, they have never experienced such professionalism, knowledge, and service - all delivered with a little humor. They are very impressed with Charter Impact."

CINDY WAGNER
SUPERINTENDENT, O'FARRELL CHARTER SCHOOLS

School's Proposed Support Team



Executive Team

Sam Burris
Director of Accounting

Senior
Accountant

Staff
Accountant

Accounting
Associate

Jessie Organista
Accounts Payable
Manager

AP
Analyst

AP
Associate

Jason Sitomer
Managing Director

Jonathan Gillen
Director of
Client Finance

Vireak Chheng
Chief Technology Officer

Data
Analyst

Data
Clerk

Keri Nuetzhorn
Director of Payroll

Payroll Supervisor

Payroll
Specialist

Retirement
Specialist

Team Bios

Below you will find bios for members of our team who will be working directly with your organization. Actual staffing assignments are subject to change and dependent on both timing of term start and after detailed client needs assessment. For more information on the rest of our director team, please visit our website at www.charterimpact.com.

ADAM KAEI

Co-CEO



In Adam's role as Co-CEO of Charter Impact, he is responsible for supporting core operations, leading strategic initiatives and driving long-term growth for the company. He is passionate about building high performing teams and

empowering clients to manage their schools and non-profit organizations with the confidence that they are on sure financial footing.

Prior to joining Charter Impact, Adam spent 15 years leading both for-profit and non-profit organizations focused on delivering services in regulated industries. Adam served as Senior Director of Strategy for DaVita, where he was responsible for growth and operations of integrated care plans across the country. Before joining DaVita, Adam worked as a Senior Consultant with Deloitte and Kaiser Permanente, driving operational efficiency for Fortune 100 organizations in the education and healthcare industries. Early in his career, Adam cut his teeth as a Naval Officer leading divisions of 20-40 sailors aboard the USS Pinckney, a guided missile destroyer, where he was responsible for the safe operation, navigation, and self-defense of the ship.

Adam graduated Phi Beta Kappa from Carnegie Mellon University and earned his MBA from the University of North Carolina while serving as an Assistant Professor of Naval Science at The Citadel. In his free time, Adam is active at his CrossFit gym and enjoys spending time outdoors with his wife, Abby and daughter, Claire.

DAVID LUECK

Co-CEO



David joins Charter Impact with over 20 years of government service and operations experience bringing years of expertise and leadership in mission-driven enterprises. As Co-CEO, he supports client operations through team building and

process excellence to ensure best-in-class service.

Prior to Charter Impact, David specialized in the research, analysis and optimization of small and midsize businesses. Before his work in the private sector, David completed over 20 years of service in the US Navy including numerous tours of duty and seven overseas deployments. For his final tour he served as the senior director of training and readiness for Destroyer Squadron 23 where he oversaw training, compliance and certification requirements of six guided missile destroyers comprising 1,800 personnel as well as directed the tactical employment of seven surface ship assets with Carrier Strike Group Nine onboard USS Theodore Roosevelt.

Previously, David completed tours assigned to USS Freedom, USS Fort Worth, USS Halsey, and USS Wyoming. Additionally, David was a Naval Science Instructor at Massachusetts Institute of Technology (MIT) NROTC where he trained and mentored future military leaders from MIT, Harvard, and Tufts for several years in between operational tours.

David holds a Bachelor of Business Administration in Finance from Jacksonville University where he graduated Summa Cum Laude and a Master of Arts in Law and Diplomacy (MALD) from The Fletcher School at Tufts University. Outside of work, David enjoys time with his wife and son, cooking for family and friends, running, tennis, and hiking.

JASON SITOMER, M.B.A.

Managing Director



Jason is responsible for helping schools thrive financially, stay up-to-date on compliance, and succeed in the new post-pandemic reality. Jason oversees a team of ten directors assisting over 70 organizations, 100 schools, and 50,000 students. He

takes pride in being a strategic partner with Charter Impact's clients and aggregating best practices from across the industry to drive successful outcomes.

Jason joined Charter Impact in 2018, bringing over a decade of experience in finance, process improvement, planning and analysis. Most recently, he was Senior Director of Finance for Lifelong Learning Administration Corporation (LLAC), providing financial services to the Learn4Life network of charter schools. During his tenure, he was responsible for the financial projections, cash management, banking relationships, funding determination form applications, and ad hoc analysis and reporting for 20 California charter schools.

While there, Jason found his passion and drive for giving back to the community by helping charter schools utilize the resources available to them and create the most robust charter school programing possible. He is a strong advocate for school choice for all those looking for additional options outside of the traditional public schools currently available to students.

Prior to LLAC, Jason worked at a variety of entertainment companies (Sony, Fox, Universal, and Disney) in various roles focused on analysis and process improvement. He brings his working knowledge from the for-profit world to ensure that the same principles can be applied to the non-profit educational world so its leaders and organizations can achieve sustainable long-term success.

Jason earned his Bachelor of Science in Business Administration from San Francisco State University and his Master of Business Administration from Pepperdine University.

JONATHAN GILLEN, EDS, MBA, CPA

Regional Director



Jonathan E. Gillen is a seasoned financial and operational leader with over 19 years of experience in the education and financial sectors. Most recently serving as Chief Financial and Chief Operations Officer for the West Ada School District, the largest school district in Idaho,

Jonathan managed a \$500 million annual budget and oversaw critical divisions, including finance, procurement, transportation, and information technology. His leadership impacted over 40,000 students and more than 725 employees.

Jonathan has been instrumental in enhancing operational efficiency, revising capital and facility budgeting processes, and improving student transportation and nutritional services. His innovative approaches have led to increased transparency, efficiency, and cost savings across various sectors of the district. His previous role as CFO at West Ada focused on financial management, where he successfully navigated the complexities of federal grant compliance, legislative changes, and budget reductions.

Before his time at West Ada, Jonathan was the Director of School Finance for Athlos Academies and CFO of Treasure Valley Community College. At both organizations, he implemented strategic financial processes, enhanced operational efficiency, and developed training programs to improve financial understanding and compliance.

Recognized for his leadership, Jonathan was named Accomplished Under 40 in Idaho in 2019. He is also the incoming President of the Idaho Association of School Business Officials, and continues to serve as an active member of various community and professional organizations, contributing to the fields of education, finance, and human resources.

MAYLEN NARANJO

Director of Client Success



Maylen joined the Charter Impact team in 2014, and is responsible for leading Charter Impact's efforts in maintaining process efficiency and transparency through hands on, in-depth, personalized support of our clients.

Her role includes significant face time with client staff, providing training and obtaining feedback/suggestions about ways to best utilize and improve services.

She has been working with charter schools in several capacities for nearly two decades. In 2007, she joined the charter world as a payroll administrator at Partnerships to Uplift Communities (PUC), a non-profit charter school organization consisting of 16 schools serving the Northeast San Fernando Valley and Northeast Los Angeles. While there, she advanced to become the manager of PUC's Accounting department.

After her time at PUC, Maylen joined the team at a financial management services provider specializing in charter schools, where she played a leading role in managing both client services and personnel.

She continues that work at Charter Impact today, where she oversees and implements efficient operational systems, processes and policies in support of our growing company's mission and our expanding team.

Maylen is passionate about providing excellent service and personalized support to the great organizations we serve, and is confident that the work we do helps these schools offer the best possible education to underserved students.

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

VIREAK CHHENG

Chief Technology Officer



Vireak brings over twenty years of charter-specific data and tech experience to Charter Impact, and has been serving clients here since 2017. In his current role, he oversees attendance, CALPADS, information technology and student data services.

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

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

As the accountability landscape becomes more demanding, schools must demonstrate their student information and achievement in more sophisticated ways. A key part of Vireak's work with Charter Impact is focused on guiding clients to make data-informed decisions to impact and highlight the success of their schools and students. Vireak is passionate about ensuring that all students have an opportunity to experience high-quality education and is thrilled to use his expertise to continue serving the education community.

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

Services Proposed

Charter Impact's array of services provides all of the support that you would expect from an in-house finance/accounting department, plus student data services. Our services include not only the accounting, accounts payable and payroll departments, but also assistance with reviewing contracts, ad hoc financial analysis, support with vendor negotiations, assistance with facility financing, management of lender relationships, and much more.

A basic description of our services are as follows:

Business Management Services

1. IMPLEMENTATION AND TRAINING

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

2. ACCOUNTS PAYABLE PROCESSING

- + Review all invoices sent to Charter Impact for proper approval and coding
- + Enter invoices for each reporting entity, process check payments, and send checks directly to vendors to reduce turn-around time
- + Provide weekly check registers, accounts payable aging reports, vendor payment history or other ad hoc reports on a recurring or as needed basis
- + On an emergency basis, same day payments can be processed in addition to the weekly cycle (*additional processing fees apply).

3. ACCOUNTS RECEIVABLE PROCESSING

- + Monitor the receipt of State approved funding amounts and verify balances paid are correct
- + Work directly with governmental agencies to resolve any issues or discrepancies identified

- + Review all donor letters and grant agreements for proper coding and revenue recognition in accordance with GAAP
- + Maintain independent records, as necessary, for both public and private sources to ensure accurate reporting and compliance

4. BANK RECONCILIATION AND GENERAL LEDGER MAINTENANCE

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

5. CASH MANAGEMENT

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

6. MONTHLY FINANCIAL REPORTING

- + Provide a monthly reporting package, assuming all necessary data is received from the school site on a timely basis, to ensure management has the necessary information to make sound business decisions
- + Create financial reporting package based on customized business segments. This includes budgets and forecasts as well.
- + Offer a menu of report options for the monthly financial reports including, but not limited to:
 - Monthly summary by financial section with bulleted highlights for presentation purposes
 - Monthly Cash Flow Forecast and comparison to approved budget
 - Budget vs. Actual Report (both current month and year-to-date)
 - Schedule of Revenue and Expenses by Period
 - Comparative Statement of Financial Position

- Combining/Consolidating Statements of Activities and Financial Position
- Statement of Cash Flows (both current month and year-to-date)
- Accounts Payable/Receivable Aging
- Check Register(s)
- General Ledger Detail
- Other customized reports as requested by the district, executive team or board
- + On a monthly basis, review and present the financial package with the district staff and/or board members to assess the current fiscal condition of the district
- + Provide access to the accounting database allowing district staff to run reports and see real-time data as it exists in the system
- + On an as needed basis, provide or present financial information or training to lenders, board members, community members, parents or other external parties as requested by the district.

7. COMPLIANCE AND GRANT REPORTING

- + Assist the district with grant applications including the development of grant-specific budgets as well as district long-term projections
- + Track all restricted revenues (both public and private) to ensure compliance with governmental and donor-required restrictions
- + Provide financial information and reporting to governmental entities, donors, and other supporting organizations for grant compliance

8. ANNUAL BUDGET CREATION AND REVISIONS

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

9. AUDIT PREPARATION

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

10. TAX PREPARATION AND SUPPORT

- + Prepare and electronically submit Form 1096 (summary of all 1099 forms) to the IRS for all

required vendors and service providers

- + Prepare and report sales and use tax returns
- + Provide any and all information necessary for the preparation and submission of Form 990

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

11. STRATEGIC PLANNING

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

From day one, Charter Impact has been extremely patient in listening to and serving our needs. They are second to none and I cannot overstate how appreciative everyone from the Allegiance team is to be partnering with them.

ANDREW VESTEY
BOARD CHAIRMAN, ALLEGIANCE STEAM ACADEMY (CHINO)

Payroll Processing and Retirement Reporting

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

1. PAYROLL PROCESSING

- + Provide support and assistance with the creation of internal processes and procedures, forms, and tracking systems
- + Provide minimum wage guidance and support for compliance with state labor laws
- + Assist in the development of a payroll schedule that is compliant with state labor laws and consistent with employee contracts
- + Research staff with state entities to ensure proper membership is established based on retirement regulations
- + Ensure proper retirement forms are provided to staff when applicable
- + Complete the new hire setup and existing staff setup in the payroll system
- + Create and assign employee earning, deduction, and benefit codes to be in compliance with retirement and tax regulations
- + Ensure all timesheets within the payroll system have been approved by managers for processing
- + Assist with paid time off audits and make corrections in the payroll system
- + Assist with Benefit audits to ensure correct medical deductions are being taken
- + Assist with Verification of Employment paperwork
- + Process supplemental payroll runs as needed for:
 - Involuntary terminations
 - Voluntary termination without notice
 - Scheduled bonuses/stipends
 - Additional unscheduled/emergency payroll runs
- + Oversee garnishments are handled and paid by the payroll system
- + Ensure that all other retirement deductions such as 403b, 457, 401a, etc. are processed and submitted to the third-party administrator in compliance with state and federal laws
- + Review payroll taxes processed and paid by the payroll system
- + Review quarterly tax returns for all agencies
- + Oversee year end W-2 and W-3 process
- + Provide payroll processing reports as needed
- + Assist with general payroll related questions
- + Work directly with the payroll provider to create a payroll journal entry to record detailed payroll expenses

2. RETIREMENT REPORTING

- + Create reports and submit by the due date assigned
- + Provide ongoing updates to Client staff regarding:
 - Processes and procedures related to retirement programs
 - Changes to eligibility and classification
 - Compensation limits
 - Rate changes
- + Manage internal audits, corrections, and reconciliations of pension plan input
- + Process 403(b) retirement plan deductions, if applicable, submit payments to the third-party administrator in compliance with State and Federal laws

Student Data Support

Charter Impact has experts on staff who can support you when questions arise or help you select and design a data system that works best for you and ensures maximum district funding.

1. ATTENDANCE TRACKING AND REPORTING

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

2. STUDENT INFORMATION SYSTEM (SIS) SUPPORT

- + Conduct multiple trainings for various district staff as needed:
 - Initial product training, including but not limited to system navigation, student and staff account management, student scheduling task management, and import and export of data and reports
 - Client Counselor and Registrar/Office Manager trainings on system components, including but not limited to entering and managing historical grades, graduation progress tracking, student demographic data entry (including state required fields), parent/emergency contact data entry, and data quality checks to run student data audits/exception reports to identify missing data.
 - SIS trainings as needed for district staff on entering attendance, attendance changes, and running attendance reports, working with attendance data grid, truancy reports/letters, and attendance audits.

+ System Setup

- Assist with Beginning of Year and End of Year tasks such as: importing student records, create years/terms, final grade setup, create sections, etc.
- Configure bell schedules and calendars that mirror regular, minimum and assembly day bell schedules
- Configure adequate attendance, incident, entry and exit codes that capture data at a desired level of granularity
- Track student activities such as: Independent Studies, Basketball team, academic decathlon, etc.
- Setup teacher grading environment via grade scales, assignment categories, standards, teacher comments, etc.
- Perform System Administrative tasks such as integration with 3rd party software providers, maintain security groups and new school setup.

Term and Fees

The term of the initial contract would be from November 1, 2024 through June 30, 2027. Proposed fees for services are as follows:

1

Implementation and Set-Up

For time spent on the initial set up, accounting system customization, updated cash flow forecast and process implementation, there is typically a one-time fee of \$5,000, but this cost will be waived with a three-year agreement.

2

Business Management Services

Variable fee of 1.5% of total revenue for each reporting entity.

For example, if Client's total annual revenues are \$12.85M, our annual fees for Business Management Services would be \$192,750.

3

Payroll Processing and Retirement Reporting

\$25 per employee per month (PEPM) includes Inova-UKG payroll software platform and support, and Charter Impact payroll processing, retirement reporting and support as detailed in scope.

4

Student Data Support

Hourly fee of \$130 as support is needed or fixed fee of \$35 per pupil, per year.

This proposal is valid for 60 days.