



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

Board of Directors Meeting Materials

Date: Thursday, May 31, 2022

Time: 6:00 - 7:45pm

Location: [Via Zoom](#)

Log in: Meeting ID: 936 4830 0851; Passcode: TLS2021

1. Minutes from April 28, 2022
2. April 2022 Financial Report from EdOps
3. Draft FY23 Budget & Narrative
4. FY23 EdOps Statement of Work



Board of Directors Meeting Minutes

Date: April 28, 2022

Location: Virtual (Zoom)

ATTENDANCE

- **TLS Directors Present:** Lennel Hunter, Brooke Black, Gerren McHam, Janice Jones, Valerie Liddell, Pablo Flinn
- **TLS Directors Absent:** Kevie Hendrix
- **TLS Staff/Guests Present:** Kimberly Townsend (TLS), Denitria Neil (TLS)

CALL TO ORDER

A meeting of the Board of Directors of The Leadership School was duly called on Tuesday, April 28, 2022, at 6:03pm.

OPENING ITEMS

- No public comment

ACTION ITEMS

- A. B. Black made a motion to approve the minutes for the April 5, 2022 meeting. P. Flinn seconded the motion. Motion passed(6/6)
- B. P. Flinn made a motion to approve the March 2022 financial report. J. Rogers Jones seconded the motion. Motion passed (6/6).

INFORMATION ITEMS

- A. Board Committee Reports
 - a. Development Committee - The committee provided an update on outstanding grants. We are finalists for NewSchools, semifinalists for Charter School Growth Fund, and submitting an application for Echoing Green Monday. B. Black also went through the steps for setting up a GiveSTL Day fundraiser and sharing The Leadership School's posts via social media and email.
 - b. Finance and Facilities Committee - The committee reported that the FY23 budget is being finalized with the support of EdOps. The draft will be shared with the board at the May meeting for approval at the June meeting.
 - c. Governance Committee - No report.
 - d. School Performance Committee - The committee reported postponing the April meeting to May 2nd. They are still working with the board consultant.
- B. Executive Director Report

- a. K. Townsend shared an update on student enrollment applications and staffing. We are at 81.6% enrollment and still need to hire 3 classroom teachers. Additionally, we are still waiting for SSD to post the positions for special education teacher and paraprofessional.
- b. After a discussion of the advantages of TLS becoming a part of the CSD trust for employee insurance coverage, B. Black made a motion to approve the CSD New School Partner Agreement. V. Liddel seconded the motion. Motion passed.
- c. K. Townsend presented the updated contract for Tyler SIS K-12. There are no changes to the price or support details from last year, just updated dates. G. McHam made the motion to approve the contract. B. Black seconded. Motion passed (6/6).
- d. G. McHam made a motion to approve the investment summary of Leader in Me Training support and materials. B. Black seconded. Motion passed (6/6).

ADJOURNMENT

There being no further business to be transacted, and upon motion duly made (G. McHam) seconded (B. Black) and approved, the meeting was adjourned at 7:53pm.

Prepared by:

Kimberly Townsend

4/28/2022

NAME

Date

The Leadership School April 2022 Financial Report

Cash Position – 2/28/22: \$143,533

Cash Position – 3/31/22: \$123,128

Cash Position – 4/30/22: \$111,501

Summary: The school’s April spend was just over 23k, higher than prior months due to grant spending from Opportunity Trust on curriculum development. The grant was for \$11,700, and two payments for grant expenses remain. YTD burn continues to trend positive, as total spend is 77% of budget. It will still be important for all constituents to be focused on fundraising, as cash flow will be very tight without additional funding.

The budget calls for 98K of spending in q4, and the school will have increased expenses in July/August when full staff is paid. The school’s first public funding payment will be made August 19, 2022. To summarize, the school will burn through its remaining cash by end of July, and will be dependent on first installment of OTT grant to get through August without additional fundraising.

Annual Operating Expense Budget												
	Budget	July	August	September	October	November	December	January	February	March	April	Totals
Facilities	20,000	5,000	5,000	5,000	5,000	-	-	-	-	-	647	20,647
Board	8,895	-	-	-	95	431	323	323	929	3,103	171	5,375
Personnel	193,235	13,587	15,071	14,232	14,791	14,960	15,570	14,247	14,798	14,791	13,358	145,405
Contracted	2,500	-	-	-	-	-	-	-	-	-	-	-
Admin	26,439	2,202	836	238	4,555	5,754	124	290	4,018	220	2,267	20,504
Marketing	16,380	1,000	238	943	196	-	2,963	275	276	1,874	2,098	9,863
Program	8,500	163	1,200	-	208	-	87	1,980	500	536	4,861	9,535
					-		-	-				-
Total	275,949	21,953	22,345	20,412	24,845	21,145	19,066	17,114	20,521	20,525	23,402	211,328

One would expect a burn rate of 83% after 10 months of the fiscal year.

Budget Category	Annual Spend	Actual Spend	Burn Rate
Facilities	20,000	20,647	103.2%
Board	8,895	5,375	60.4%
Personnel	193,235	145,405	75.2%
Contracted	2,500	-	0.0%
Admin	26,439	20,504	77.6%
Marketing	16,380	9,863	60.2%
Program	8,500	9,535	112.2%
		-	
Total	275,949	211,328	76.6%

The Leadership School Year 1 Budget Context and Narrative

Importance of Enrollment: The budget is based on an enrollment of 125 and an ADA (Average Daily Attendance) of 115, or 92%. Below is a table that shows the decrease in revenue and impact on budget if school is not able to hit enrollment target. In essence, each student below 125 has a \$13,398 negative impact on budget.

Revenue Analysis					
# students	125	112	100	88	76
Local	250,000	224,000	200,000	176,000	152,000
State	1,205,363	1,080,005	964,290	848,575	732,860
Fed	286,886	257,050	229,509	201,968	174,427
Total	1,742,249	1,561,055	1,393,799	1,226,543	1,059,287
Decrease		181,194	348,450	515,706	682,962

Related Topic of Importance: Earlier this month, the MO Legislature passed a ‘funding equity’ bill, which will make funding of charters equal to that of school districts. It is unclear at this time when/if governor will sign and how a charter in Normandy would be impacted. But it is possible state revenue/student could increase.

Understanding State Revenue: State revenue is completely dependent on enrollment, attendance, and student demographics. A budget attempts to capture the inputs that drive the calculation, but typically, state revenue forecast will fluctuate throughout the year. Thus, the key is to be conservative when making the budget projection. Being conservative is a difficult task for a 1st year school. Staff have to be hired in preparation for the enrollment target; building costs are fixed; only 10-12% costs are variable. Thus, it is important for the board to systematically engage with enrollment related info and state revenue projection every board meeting.

Local Revenue: Local Revenue in Year 1 is entirely comprised of a grant from the Opportunity Trust. In June, the school will receive a decision about potential additional funding, currently not included in the budget, from Charter School Growth Fund and New Schools Venture Fund.

Staffing: The budget includes 13.5 FTE, for a adult: child ratio of nearly 9:1. Staffing costs, including benefits, comprise 53.4% of budget. This number compares favorably to charter school benchmarks, meaning the school is accomplishing a strong ratio without overextending itself on staffing costs, as the state average is 59%. Health insurance premiums still need to be finalized.

Facilities: The 2nd largest expense for the school in Year 1 is facilities. Including rent, the budget includes an allocation of 313K for facilities, or 19% of total budget. 19% is in the upper threshold for facility costs, but that number decreases as the school grows to scale. One can see again how hitting the enrollment target is so crucial to the school’s near- and long-term financial sustainability.

Purchased Services: Excluding facilities, the budget includes nearly 290K in purchased services. This includes transportation, finance/accounting, IT, subs, legal, and recruitment.

FFE: Furniture, Fixtures, and Equipment were not included in the building renovation loan. We have been waiting for the results of the launch funding applications before further developing the strategy for getting the building properly outfitted. Should launch funding be successful, next version of budget will include a detailed allocation.

The Leadership School

Year 1 Draft Budget

	Enrollment	<u>Year 1 Budget</u>	
		<u>125</u>	
Revenues			
5100	Local Revenue	250,000	Opportunity Trust has pledged 2k/new student
5300	State Revenue	1,205,363	Based on 92% ADA; and per WADA pymt of \$9235
5400	Federal Revenue	286,886	Initial Title allocations have been released
5899	GRAND TOTAL REVENUES	<u>1,742,248</u>	
Expenditures			
1100	Regular Programs	573,461	includes teachers salaries; classroom technology and supplies
1200	Special Programs	-	all SPED services to be provided by SSD
1999	TOTAL INSTRUCTION (K-12 Only)	<u>573,461</u>	
2100	Support Services - Pupils	88,698	nursing, counseling
2200	Support Services - Instructional Staff	7,500	PD for staff
2300	Support Services - General Administration	218,340	Leadership team; insurance, legal, audit
2331	Technology	18,750	outsourced IT
2400	Support Services - School Administration	1,500	Discretionary
2500	Business and Operation of Plant Services	557,561	Rent/Occupany Service/Business Office
2551	Transportation Services	110,000	2 busses
2560	Food Services	100,050	Food Service expense set to 105% of food service revenue
2642	Recruitment and Placement	10,000	for FY24 outreach
2998	TOTAL SUPPORT SERVICES	<u>1,112,399</u>	
9998	TOTAL NON-INSTRUCTIONAL AND SUPPOF	<u>1,685,860</u>	
9999	GRAND TOTAL EXPENDITURES	<u>1,685,860</u>	
Total Revenue Over/(Under) Total Expenses		<u>56,388</u>	
Beginning Balance, July 1		50,000	
Ending Balance, June 30		<u>\$ 106,388</u>	
	opening balance 7/1	\$ 50,000	
	operating income	\$ 56,388	
	year end balance	\$ 106,388	

**STATEMENT OF WORK
FINANCE AND ACCOUNTING SERVICES
2023 FISCAL YEAR**

THIS STATEMENT OF WORK (the “Agreement”) is made and entered into as of July 1, 2022 (the “Effective Date”) by and between The Leadership School (the "School") and EdOps (hereinafter, separately a “Party” and jointly “the Parties”).

The following provisions are designated in accordance with the Services Agreement dated July 1, 2022, which is incorporated herein by reference.

Nature of Services

Our service offering comprises complementary financial and business consulting and business process outsourcing services that are critical to successfully planning, launching, and implementing a financially sound and fiscally sustainable business model. The Services, detailed below, include creating a detailed budget, performing bookkeeping and accounting services, preparing financial statements and reports, providing analysis and insight on the School’s fiscal performance, supporting the School with financial aspects of federal grants administration, and acting as the interface for the School’s annual audit. Helping the School develop the organizational capacity to execute critical financial operating procedures and internal controls also cuts across our Services.

I. FINANCIAL POLICIES AND PRACTICES REVIEW

EdOps reviews the financial policies manual and core financial processes near the beginning of an engagement to both understand current policies, processes and controls and to offer suggestions for improvement, as appropriate.

EdOps Responsibilities	<ul style="list-style-type: none"> ▪ Meet with School staff currently managing and implementing finance/accounting functions to discuss existing processes. ▪ Review forms and templates currently used in finance/accounting processes; suggest improvements/provide alternative templates where needed. ▪ Review School’s existing financial policies manual to identify gaps relative to what is typically found in policy manuals; suggest changes as needed. ▪ Where gaps exist, write or outline process descriptions for major finance/accounting processes based on information provided. ▪ Review current core vendors and pricing; make suggestions for alternatives for any outliers or functions for which management has quality concerns. ▪ Provide training to School’s Board of Directors giving overview of School finances and tips for reviewing financial statements.
School Responsibilities	<ul style="list-style-type: none"> ▪ Provide EdOps access to all existing policy and process documentation including forms and templates. ▪ Provide access to knowledgeable staff performing financial back office roles to verbally fill in policy, process, and control information not currently documented, as well as to discuss current practice variances to documented policies, processes, and controls.

II. BUDGETING

EdOps provides technical support to School staff in preparing annual and multi-year budgets. Beyond performing the technical modeling work, we strive to ensure that the budget is a strategic document that captures the vision and direction of the School.

EdOps Responsibilities	<ul style="list-style-type: none"> ▪ Using its proprietary budget tool, EdOps will work with the School to create a detailed accrual-basis budget for the upcoming year and, as requested by the School for internal use, the following four years. ▪ In addition to an aggregate School-level budget, EdOps can support the School in preparing departmental and/or location-specific budgets if desired. ▪ EdOps works with School staff to revise budgets, within reason, during the year to reflect changing circumstances at the School or in funding levels.
School Responsibilities	<ul style="list-style-type: none"> ▪ EdOps’ primary role is to facilitate the discussion and give financial form to the School’s ideas. EdOps can provide guidance on industry average pricing levels, conventions, and the like, but managerial and budgeting decisions ultimately rest with School.

	<ul style="list-style-type: none"> ▪ For departmental budgeting, School management will define departments/cost centers and provide EdOps with expense items for these departments and/or allocations of items to be distributed among these departments. EdOps will help management review each departmental budget and prioritize competing requests within the context of the School’s mission. ▪ The School’s Board of Trustees must approve the budget before June 30. At that point it must be submitted to the Sponsor.
--	--

III. ACCOUNTING AND MONTHLY CLOSE

The foundation of the budgeting and analytical work we perform is strong basic accounting and bookkeeping executed in accordance with DESE’s Missouri Finance Accounting Manual. We strive to carry out our accounting engagements with staff who are not only technically skilled and personable, but who are also passionate and knowledgeable about schools.

EdOps Responsibilities	<ul style="list-style-type: none"> ▪ EdOps prepares and records journal entries and maintains the general ledger according to accepted accounting standards. ▪ EdOps reconciles primary bank and investment accounts to the general ledger monthly or upon receipt of statements. Revolving and petty cash accounts are reconciled quarterly or as required. ▪ EdOps reconciles credit card accounts to the general ledger monthly or upon receipt of statements. ▪ EdOps records capitalized assets as provided by the School and records related depreciation and amortization in the general ledger. ▪ EdOps maintains necessary supporting schedules such as restricted net assets, grant/pledge discounts, loan amortization, etc. ▪ EdOps maintains the School’s chart of accounts and can use customized account codes (within reason) for unique features of the School program. ▪ EdOps can track revenue and expenditures by fund - e.g., Title I funds and expenditures. ▪ EdOps verifies that the School is receiving the correct amount of funds from the DESE. ▪ If the funds from DESE are not correct, EdOps tracks down the appropriate officials and alerts them of the problem. EdOps will use reasonable efforts to negotiate on behalf of the School in disputes with funding agencies over improperly calculated payments. ▪ EdOps trains appropriate personnel on accounting procedures and practices designed to support accurate record keeping
School Responsibilities	<ul style="list-style-type: none"> ▪ The School will provide online read-only access to all bank accounts, credit card accounts, investment accounts and other accounts that EdOps will be reconciling. The School will provide any statements for which online access cannot be established within three business days of receipt. ▪ A member of the School’s staff will be designated as the operational interface between the School and EdOps. That individual will respond promptly to all requests for information from EdOps staff regarding financial activity for the month including grants, pledges, contracts, obligations, contingent revenues or expenses, and generally any transactions or conditions which may impact the financial statements or forecast for the School under GAAP. ▪ The School will manage depositing incoming checks, cash, or other instruments into the School’s bank account(s) including making and maintaining copies of all checks to be deposited. ▪ The School will obtain/retain receipts for all credit card transactions, and file such receipts with each month’s credit card statement/reconciliation bundle. ▪ The School will provide information on grants, pledges, or other similar items that are pending, expected, or awarded. ▪ The School is responsible for obtaining a subscription to Software Unlimited (or another mutually agreeable accounting system that EdOps can remotely access) and paying all associated fees. ▪ Note: Because EdOps needs bank statements to complete a financial close and adequate time to resolve questions with staff, full financial packages based on prior month financials generally cannot be delivered prior to the 15th of the month.

IV. FINANCIAL STATEMENTS, ANALYSIS, AND BOARD SUPPORT

EdOps produces financial statements as part of its monthly close process. One of the cornerstones of the EdOps approach is that we go beyond simply producing generic backward-looking financial reports. We work to make financial data relevant and actionable for School leaders and Board members by supplementing the historical data with forward-looking analytics and explanatory narrative.

<p>EdOps Responsibilities</p>	<p><i>Financial Statements</i></p> <ul style="list-style-type: none"> ▪ EdOps prepares a monthly YTD income statement compared to budget and balance sheet in time for board meetings and sponsor submission. ▪ EdOps can generate reports for departmental spending to support budget management by department or function. ▪ EdOps can generate the following supplemental 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 EdOps); revenues; general ledger account balances. <p><i>Analysis and Board Support</i></p> <ul style="list-style-type: none"> ▪ EdOps critically reviews budget to actuals and updates the budget forecast on a monthly basis. ▪ EdOps produces a cash flow forecast showing anticipated cash balances by month through the end of the fiscal year to assist the School with cash flow management. ▪ EdOps performs reasonable financial analysis that the staff or board requests. EdOps will also provide customized reports (within reason) for grant proposals. ▪ EdOps helps School leaders work through options to manage cash position, both excess liquidity and potential shortfalls. ▪ In addition to financial statements, EdOps provides a PowerPoint summary and analysis of the financial statements so the Board and staff can quickly focus on the salient financial issues facing the School. ▪ EdOps will attend monthly board meetings or finance committee meetings in person or by teleconference as requested (up to one per month) to present its financial statements, analysis, and forecast. ▪ EdOps can attend additional leadership meetings at the request of the School (e.g. both a Board meeting and Finance Committee meeting), but will bill hourly for meetings in excess of one per month, including travel and preparation time. ▪ As requested, EdOps can help the School leader find solutions to financial issues by recommending budget changes and/or identifying sources of potential funding.
<p>School Responsibilities</p>	<ul style="list-style-type: none"> ▪ The School is responsible for providing EdOps with dates for any Board or Finance Committee meetings at which its support is needed at least two weeks in advance. ▪ In performing financial forecasting, EdOps is dependent on the School for providing timely updates on operational items that impact financial performance such as new vendor contracts, changes in enrollment outlook, or new grant awards ▪ Financial forecasting is inherently uncertain. School is responsible for critically reviewing and forming its own judgment regarding the validity of any forecasts provided by EdOps.

V. AUDIT AND 990 SUPPORT

EdOps supports the auditor during audit field work and in preparing the School’s annual 990 tax filing to reduce the impact on School staff.

<p>EdOps Responsibilities</p>	<ul style="list-style-type: none"> ▪ Before the beginning of audit field work, EdOps completes an internal close of the School’s financial books for the fiscal year. ▪ EdOps prepares all financial schedules on the auditor’s “Prepared by Client” or “School Assistance” list. ▪ EdOps provides face-to-face assistance as requested by the auditor during fieldwork and conducts follow up work responding to auditor’s financial requests. ▪ EdOps supports the School and auditor in preparing Form 990 tax-exempt organization annual filing. The audit firm is responsible for compiling and filing the form with the School’s
--------------------------------------	--

	approval. EdOps supports the process by providing financial information requested by the auditor.
School Responsibilities	<ul style="list-style-type: none"> ▪ The School will prepare the non-financial items required by the auditors and assist EdOps in resolving and reconciling all outstanding items and issues that arise as EdOps closes books for the year and prepares deliverables for the auditor. ▪ The School will assist the audit team during the on-site portion of the audit. This support will include providing access to files and hard-copies of requested documentation. ▪ Throughout the audit process, the School will provide EdOps and auditor with occasional clerical assistance. Clerical duties will include, but are not limited to, gathering and/or copying relevant documentation, including contracts, leases, invoices, bank statements, etc. ▪ For clarification, fees for audit and 990 are paid by the School, and it is the School's and auditor's sole responsibility to ensure these forms are filed. The School is solely responsible for the accuracy of all disclosures in the 990.

VI. PAYROLL ADMINISTRATION

EdOps processes payroll and serves as the school liaison for retirement.

EdOps Responsibilities	<ul style="list-style-type: none"> ▪ EdOps will prepare an Excel payroll data file as the main data source for payroll processing. ▪ EdOps processes payroll, and enters new hire information, time for hourly employees, payroll changes, and leave usage (if tracked through payroll) based on information provided by the School. ▪ EdOps prepares remittances for federal, state, and local taxes and the Public School System Retirement Plan contributions using information in official payroll reports. ▪ EdOps reconciles monthly insurance invoices to payroll deduction report. ▪ EdOps prepares and submits monthly retirement reconciliation to Public School Retirement System. ▪ EdOps will file all payroll related reports(unemployment, worker's comp, etc) required/requested by the state/vendors ▪ EdOps processes W-2s.
School Responsibilities	<ul style="list-style-type: none"> ▪ The School is responsible for reviewing all payroll data processing as well as the final reports documenting payroll submission. ▪ The School is responsible for the accurate and timely transmittal of all employee-related payroll data to EdOps for entry into the payroll system including personal, tax, benefits, and other required information.

VII. ACCOUNTS PAYABLE

EdOps encourages schools to use an online accounts payable system to manage payables in a modern and efficient manner. We support our clients with the implementation and ongoing management of that solution.

EdOps Responsibilities	<ul style="list-style-type: none"> ▪ EdOps reviews School staff coding of invoices (or performs initial coding if missing) in the School's online accounts payable system. ▪ EdOps serves as the primary interface between the School and its online accounts payable platform provider, managing issues such chart of accounts maintenance and system implementation. ▪ EdOps records in detail all transactions (bills, checks, deposits, etc.) into accounting software package. ▪ EdOps oversees the migration of check and invoice data from the online accounts payable system to the School's accounting software. For Schools that do not wish to use an online accounts payable system, EdOps will prepare and cut paper checks on the School's behalf, though an additional fee will apply. ▪ EdOps prepares Forms 1099 and Form 1096 for non-incorporated vendors and contract employees paid through AP (or via payroll).
School Responsibilities	<ul style="list-style-type: none"> ▪ School will use an online accounts payable service (AnyBill or other mutually agreeable provider) and pay all fees associated with that service.

	<ul style="list-style-type: none"> ▪ School will identify at least one payment authorizer who is responsible for approving all checks and invoice coding prior to release. Note that final coding and approval decisions are solely the responsibility of the School. ▪ School will communicate to EdOps or tag directly in the online payable system all invoices that should be applied to federal or other grant awards. ▪ The School is responsible for obtaining W-9s for all vendors and for providing accurate tax ID and corporate form data on its vendors to EdOps to support filing of 1099s.
--	---

VIII. FEDERAL GRANTS & MEDICAID ADMINISTRATION

EdOps will assist the School with the financial portion of federal grants applications as well as completing reimbursement requests associated with spending under those grant programs.

EdOps Responsibilities	<ul style="list-style-type: none"> ▪ EdOps assists with the financial portion of the initial applications for many of the programs run through DESE (e.g., Title I-II, Sped Part B). ▪ EdOps prepares draw requests for grant funds reimbursement and submits those draw applications on the School’s behalf. The School authorizes EdOps to submit these reimbursement requests on its behalf directly into DESE’s grants management system without prior review by the School. ▪ EdOps prepares grant budget revisions and reallocations as requested by the School. ▪ EdOps sets up fund accounting to track direct and allocated costs to grants. ▪ EdOps prepares and submits all Final Expenditure Reports and ASBR. ▪ EdOps files quarterly Medicaid SDAQ forms required for administrative services program. ▪ EdOps serves as school liaison to Medicaid administrative agencies. ▪ EdOps supports school leadership in setting up outsourced student service providers in Medicaid Direct Services Program
School Responsibilities	<ul style="list-style-type: none"> ▪ The School is responsible for completing and submitting all Federal Grant applications. EdOps can complete drafts of financial and other portions of those applications, but the School is responsible for reviewing those drafts, modifying them as needed, and ultimately approving a finalized application for submission. The School is solely responsible for the accuracy and suitability for funding of all Federal grant applications and budget amendments, including decisions regarding which expenses to apply against a specific federal grant. ▪ The School is responsible for spending funds as it has indicated in its approved Federal Grant applications, as well as retaining all required documentation to support that spending, including federal time and effort documentation for federally funded employees. ▪ The School is solely responsible for the accuracy and timely submission of all federal grants reimbursement requests. ▪ The School will involve EdOps in the grant budgeting process so EdOps can proactively contribute to the process and can remain current on all sub-budget tracking and reporting requirements. It is ultimately School’s responsibility to ensure information on grant spending is communicated to EdOps, including specifically flagging which expense items belong to which grant.

Note on Expectations of School

EdOps’ completion of the deliverables, in the format and per the timing noted above, is contingent on School providing the assistance and performing the functions noted in “School Responsibilities.” Failure of School to offer such assistance and to perform such functions in a timely manner may adversely impact EdOps’ ability to complete the Scope of Work as outlined above.

Fees for Services

Our fees for the aforementioned services for the period **JULY 1, 2022** through **JUNE 30, 2023** will be at the monthly rate of \$5,000. Work of any type that is to be performed by EdOps after June 30, 2023, including specifically audit and 990 support, would require a separate statement of work and different fee structure.

Note that the fee above does not include facilities financing support, the preparation of responses to custom reporting requirements from lenders associated with existing debt, or the technical work required to establish proper accounting treatment for a new financing transaction including reviewing loan and other transaction-related documents. Because of the variable nature of the time required to provide financing support, EdOps bills it hourly, typically under a separate Statement of Work. Additional business consulting services not listed in the Nature of Services section and those explicitly identified as hourly be billed at our standard hourly rates, which are listed below.

Facilities Financing Support: \$350/hour
Charter School Lead: \$200/hour
Charter School Finance Specialist: \$150/hour
Charter School Analyst: \$105/hour

Services may be extended to additional years through mutual written agreement of the parties with respect to price, scope, and period of service.

EdOps

By: _____
Authorized Signature

Printed Name

Title

Date

The Leadership School

By: _____
Authorized Signature

Printed Name

Title

Date