

FEBRUARY-APRIL 2019

# Charter Business Officer Training Program 2019

A comprehensive school fiscal management training—  
with a unique, charter-specific focus.



**CHARTER SCHOOLS  
DEVELOPMENT CENTER**

# About the CBO Training Program

The Charter Business Officer (CBO) Training program allows California charter school directors, business officers, governing board treasurers, and charter-granting agency staff who have significant financial management and/or oversight responsibilities to gain in-depth knowledge of the California educational finance system. Participants will better understand charter schools' complicated fit into the California education landscape and develop the key fiscal management skills required of them. The program is designed to keep schools on the right fiscal track, as well as to give guidance on how to successfully navigate any potential budgetary pitfalls that fiscal administrators may encounter.

CSDC is widely recognized as the state's leading expert on charter finance and policy. Having been at the forefront of charter policy creation for over 25 years, CSDC is uniquely positioned to help program participants understand how charter school finance and operations are similar to—but often differ from—traditional school system practices. As a result, this training remains an unparalleled opportunity for the state's charter school finance leadership.

Participants will learn from CSDC's finance experts and build connections with charter school leaders from across the state of California, strengthening the

state's charter movement with the dozens of California charter school leaders CSDC carefully selects for each CBO Training program cohort.

The CBO Training program is designed to make efficient and effective use of participants' time, as well as the school's professional development budget. The program is delivered in a **blended format** consisting of both multi-day in-person sessions hosted in Sacramento and online modules facilitated by our instructors. This format allows participants to minimize their time away from their schools while maximizing their comprehension of the ins and outs of charter school finance, ultimately reducing participants' travel time and costs.

The CBO Training program consists of a series of modules that cover the most critical topics that charter school business managers need to know. Instruction consists of both lecture and hands-on exercises that require participants to apply the concepts presented. Participants who successfully complete the program and exercises will receive a certificate of completion.

*Those interested in applying to this year's program are urged to read the application instructions (inside back cover) and apply to the program online at [chartercenter.org/cbo](https://chartercenter.org/cbo).*



# Lead Presenters



**Eric Premack**, *Executive Director & Founder, CSDC*

Eric is the founding Director of CSDC. For over 25 years, Eric has played a leading role in the development and spread of chartered schools, including helping to draft and implement chartered schools policy in over two dozen states, at the federal level, and overseas. He has developed groundbreaking charter school policy, planning, implementation, oversight, and leadership development practices that have been emulated throughout the US and internationally.



**Joyce Montgomery**, *CFO, Summit Public Schools*

Joyce was previously the Charter School Finance and Policy Specialist at CSDC, and currently serves as an advisor and guest instructor. Joyce brings to CSDC a passion for public education and impressive finance, forecasting and resourcing skills. Prior to her work at Summit Public Schools and CSDC, Joyce spent over eleven years as the Chief Financial Officer at Leadership Public Schools.



**Jennifer McQuarrie**, *Attorney*

Jennifer engages with CSDC as an advisor and guest instructor on charter school policy and legal matters. Jennifer leads the development and delivery of several legal workshops at CSDC's Summer Leadership Intensive, CBO Training program, and Leadership Update Conference. She also conducts regular updates to CSDC's Sample Charter School Operating Policies, a critical resource to our members. Jennifer specializes in charter school representation and employment litigation and has been practicing law for over 17 years.

# Modules

The CBO Training program curriculum is organized into a series of modules presented online and in-person. The following list represents core modules that will be presented in the 2019 CBO Training program. Many modules are covered over multiple sessions, and the sequence of modules may not follow the order in which they appear below.

## MODULE 1

### Intro to CA K-12 School Finance

This module provides an introduction to California's K-12 education system, with an emphasis on how charters fit into this complex, multi-agency and multi-layered system. Participants will gain both a historical and conceptual framework for understanding the current trends in California education finance.

## MODULE 2

### Funding System Fundamentals

*including LCFF and LCAP*

This module provides an overview of the fundamentals of how charter schools are funded, including general-purpose funding and the Local Control Funding Formula (LCFF) and Local Control Accountability Plan (LCAP), as well as restricted state and federal programs and other special funding sources, charter school accountability, and minimum charter renewal thresholds. Also included is a discussion of "direct" versus "local" funding and how charter school funding compares with and differs from the district funding system.

## Who Attends the CBO Training Program?

This program is primarily attended by charter school chief business officers (CBOs), COOs, charter school directors (or other administrative staff), charter school governing board members, and district or county granting agency staff. The CBO Training program is not designed for charter service providers nor charter developers in the petition-drafting phase.

### TYPICAL CHARTER SCHOOL BUSINESS ROLES

**Finance** Chief Business Officer, Chief Financial Officer, Controller, Director of Business Services, Finance Manager, Finance Board Chair

**Operations** Director of Operations, Operations Director, Chief Operating Officer, Operations Manager

**Administration** Includes both site-level (e.g., Principal, Site Leader) and central office administrators (e.g., Executive Director, CEO)

**Other** Includes business, instructional, and support staff, as well as researchers and policy analysts



## PROFESSIONAL DEVELOPMENT & NETWORKING

*CSDC carefully selects participants for each cohort, and offers a variety of formal and informal networking opportunities during and after the CBO Training program season. The program an excellent opportunity for participants to grow their professional networks across the state.*



### MODULE 3

## Categorical Programs Management

This module extensively reviews the many state, federal, and other categorical funding programs available to charter schools, including detailed information on how to apply for, manage, comply with, and maximize the benefit of each.



### MODULE 4

## Attendance Accounting

*classroom- and nonclassroom-based*

This module provides participants with an in-depth understanding of the definition and concepts of average daily attendance, the primary driver in computing school funding entitlements, specifically in the charter school context and its interaction with innovative instructional practices. This modules includes a discussion of the various forms of school attendance, including compulsory attendance, attendance as it relates to academic credit, credentialing, and attendance for apportionment credit.



### MODULE 5

## Financial Accounting

This modules provides an overview of charter school accounting, including the accounting cycle, how to establish a chart of accounts and account code structure, electronic accounting systems/packages, and accounting bases and standards. This module also provides an overview of these matters in traditional school districts and a more detailed overview of how charter schools address the same challenges and issues.

**MODULE 6****Budget Development & Monitoring**

This module covers the roles and purposes of budgets and financial plans, typical processes and strategies for developing them, as well as how to monitor them during the course of the fiscal year. This module will also provide training and hands-on experience for using the Fiscal Crisis and Management Assistance Team's LCFF calculator for budgeting and planning purposes.

**MODULE 7****Cash Flow Management**

This module provides participants with a detailed understanding of the timing of state and federal charter school revenues and how the flow of these funds relates to the state apportionment calendar. This module will conduct an overview of how to use these data, along with school-specific expenditure data to develop accurate cash flow projections. Lastly, this module will discuss practical tips for managing projected cash shortfalls, including economical short-term borrowing practices.

**MODULE 8****Charter School Auditing**

This module provides an overview of fundamental auditing concepts, the laws and processes that govern school district audits, and a more detailed review of charter school auditing requirements. This module also provides practical suggestions on how to develop and manage an internal and external auditing process, read and understand audit reports, and prevent and address negative audit findings.

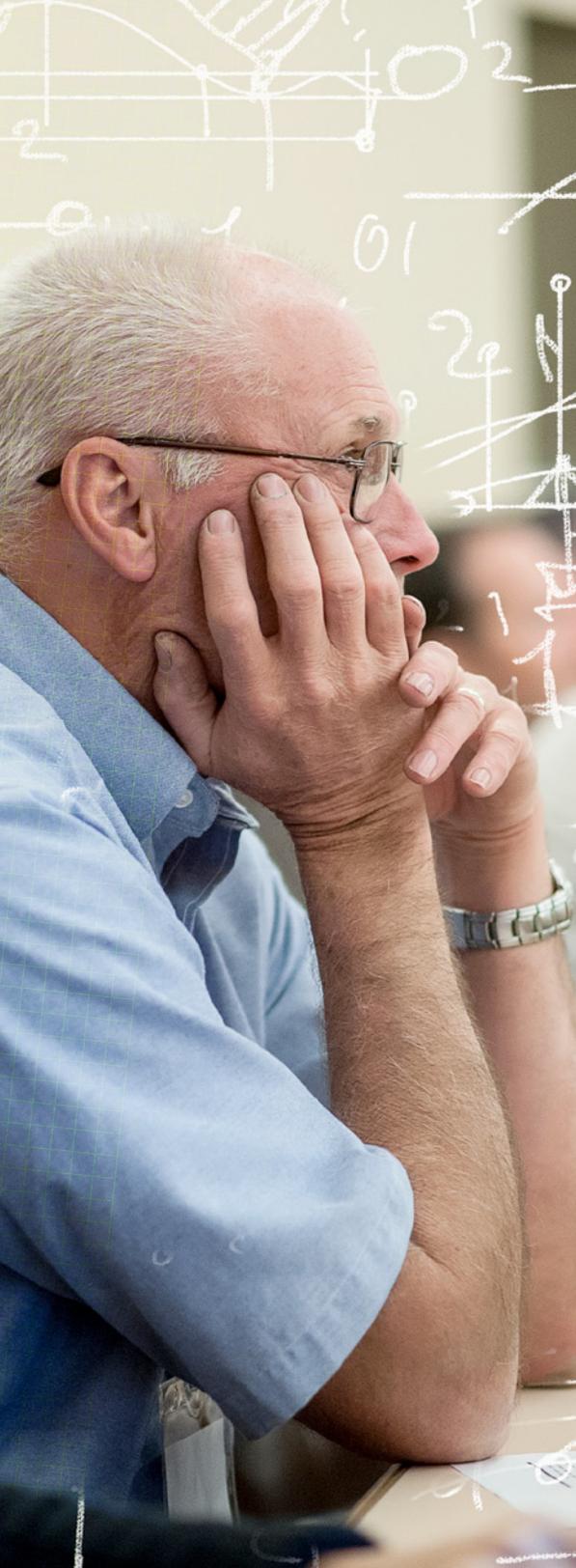
## Frequently Asked Questions

**1****WHAT DOES CSDC SEEK IN PROGRAM APPLICANTS?**

CSDC seeks professionals with substantial fiscal oversight responsibilities (e.g., CBOs, CFOs, governing board members, etc.) who are presently affiliated with and/or employed by active California charter schools, district offices, and county offices of education.

**2****DO I HAVE TO BE A MEMBER OF CSDC TO APPLY?**

No. CSDC Members receive a discount, but membership is not required of applicants. Most CBO Training program participants become CSDC Members to take advantage of the operational support CSDC provides, including CSDC's detailed analyses (*Charter Currents*) of the latest high-stakes fiscal developments and to have access to CBO Direct, a repository of resources for charter school fiscal personnel.



#### **MODULE 9**

### **Long-Term Budget Projections & Planning**

This module provides an introduction to developing, refining, and using long-term budget projections and plans. This module will provide participants with ideas for designing easily-updated electronic financial planning tools (e.g., Excel-based models).



#### **MODULE 10**

### **Fiscal Oversight, Solvency & Monitoring**

This module builds on concepts in other modules and provides a detailed overview of how charters and charter-granting agencies may use fiscal and other data to monitor the fiscal solvency of charter schools and the propriety of their financial management practices. This module also provides an overview of common fiscal reporting requirements.



#### **MODULE 11**

### **Special Education Finance**

This module presents the fundamentals of laws governing the education of students with exceptional needs, how special services are provided and funded, and how charter schools can manage the costs and risks associated with special education while maintaining and supporting strong academic performance among students with exceptional needs.



## MODULE 12

### Facilities Financing Fundamentals

This module provides an overview of how school districts and charter schools plan for, acquire, and finance school facilities, including Proposition 39 (“rent free,” district-owned facilities) and the state’s lease aid program, bond financing, and other funding sources.



## MODULE 13

### Personnel & Labor Relations

This module provides participants with the fundamentals of charter school personnel and human resources management, including labor and employment law specific to the business office, collective bargaining and labor (union) relations, applicable staff qualifications and credentialing requirements, and best practices.



## MODULE 14

### Risk Management & Benefits

This module covers the major areas of risk that charter schools face, organizational and practical strategies for mitigating and preventing risk, and options/strategies for insuring against risk including general liability, workers’ compensation, property, fidelity, and other lines of insurance. This module also covers the basics of benefits typically offered by charter schools, including health and welfare, STRS, PERS, and other retirement plan benefits.

## 3

### ARE CONSULTANTS ACCEPTED TO THE PROGRAM?

No. CSDC urges consultants to attend CSDC’s annual Leadership Update Conference in the fall.

Visit [chartercenter.org/conference](http://chartercenter.org/conference) to learn more.

## 4

### WHAT DO I RECEIVE FOR COMPLETING THE PROGRAM?

In addition to a resource binder packed with presentation materials, handouts, and templates, all CBO Training program participants who have completed all modules and assignments will receive a certificate of completion.

In order to obtain a CBO Training Certificate of Completion, participants are required to attend all in-person sessions and complete all online lessons.



## MODULE 15

### Time Management

Managing the myriad requirements of reporting, compliance, and auditing takes focus and determination. This module will help charter CBOs gain strategies for efficiently and expertly managing all of the priorities.



## MODULE 16

### Financial Management Ethics

This module reviews the various bodies of law that govern financial management ethics, as well as how to prevent and mitigate conflicts-of-interest, nepotism, cronyism, and other unethical practices that may reflect poorly on a school. The module reviews actual case materials to explore real-life examples of challenging ethical issues.

*CSDC reserves the right to add, modify, or delete modules as programming requires.*



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# Dates & Location

## IN-PERSON

In-person sessions will be held at the Hilton Sacramento Arden West. There will be three multi-day, in-person training sessions:

- Tuesday, February 19 and Wednesday, February 20, 2019
- Wednesday, March 20 and Thursday, March 21, 2019
- Wednesday, April 24 through Friday, April 26, 2019

## ONLINE

Online sessions will be provided to supplement the in-person trainings. Online sessions are hosted via the Blackboard Learn learning management system and generally consist of multimedia presentations, assignments, and quizzes. Participants are expected to complete these online sessions in preparation for the in-person sessions.

*In order to obtain a CBO Training Certificate of Completion, participants are required to attend all in-person sessions and complete all online lessons.*

## Apply Online

Applications for the 2019 Charter Business Officer Training program are welcome on a rolling basis until **Friday, January 18, 2019**. Applications will be reviewed and considered, weighing candidacy based on roles and experience.

Apply online at [chartercenter.org/cbo](http://chartercenter.org/cbo)

## Program Cost

- Organizations **with** an active CSDC Membership pay **\$2,295** per participant
- Organizations **without\*** an active CSDC Membership pay **\$2,995** per participant

**Program fees** cover registration, materials, presentations, individual assistance with the finance exercises, lunch on each day of the in-person trainings, and an evening cocktail reception during the first in-person session.

Lodging, food (besides lunch), and travel expenses are not included in the program fees. CSDC arranges for a room block at the hosting hotel, but participants are responsible for their own reservations. For more information, go to [chartercenter.org/cbo](http://chartercenter.org/cbo).

*\* For more on CSDC Membership, please visit our website, [chartercenter.org/membership](http://chartercenter.org/membership).*

## About Us

The Charter Schools Development Center (CSDC) provides experienced and expert technical assistance and resources to charter school developers, operators, charter-granting agencies, and policymakers, primarily in California. We support all charter schools, in California and beyond, with our knowledge and expertise in the areas of charter school leadership, finance, operations, governance, accountability, advocacy and development.

## Our Mission

Our mission is to help public education change from a highly regulated, process-based system to one that allows and encourages schools to be more creative, performance-based centers of effective teaching and learning. We aim to achieve this by providing technical assistance to the charter school reform movement in California, nationally, and internationally.

Learn more about these efforts at [chartercenter.org/advocacy](https://chartercenter.org/advocacy).

## Join Us – become a member!

If you share our vision, we urge you to join with the hundreds of charter schools that have become members of our organization. For more on CSDC Membership and its benefits, please visit [chartercenter.org/membership](https://chartercenter.org/membership).