

**25-79578 BUSINESS PROPOSAL
ATTACHMENT E**

Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.

Business Proposal

- 2.3.1 General (optional)** - Please introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the products and/or services requested in this RFP.

NACSA is an independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to more great public schools. Our research, policy, and consulting work advances excellence and accountability in the charter school sector. With authorizers and other partners, NACSA has built the gold standard for charter school authorizing. Through smart charter school growth, these authorizers give hundreds of thousands of children an opportunity for a better education each year. NACSA has spent two decades cultivating effective practices and policies that help ensure schools have the autonomy they need to thrive, the accountability necessary to ensure students are being well served, and the access essential so that all children can attend a great public school. All our work is informed and enriched by research and evaluation designed to understand data, performance trends, and ongoing work in the field, so that we can develop practices that support high-quality public education options for all children. Of course, this work is never done, so we are also perpetually learning: these best practices have been developed and are consistently iterated upon in partnership with a wide range of stakeholders by studying their work, working side-by-side to advance practice(s), and by listening to what works best to foster high-performing charter schools.

NACSA is well equipped to conduct an evaluation and diagnosis of Indiana's overall charter school sector, identify the strengths and opportunities of each individual authorizer in the state, and implement customized learning plans for each of them accordingly. Please see comprehensive descriptions and work samples of similar projects we have successfully completed in other states.

- 2.3.2 Respondent's Company Structure** - Please include in this section the legal form of the Respondent's business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

NACSA is a 501(c)(3) nonprofit corporation, formed in the state of Colorado. For more

than 20 years, NACSA has provided a multitude of supports to charter school authorizers, policymakers, and other key education stakeholders across the country with the goal of creating and maintaining a rigorous authorizing infrastructure that yields high-quality charter schools. These supports include model templates and resources (such as our Guide to Performance Frameworks or Ready to Open Toolkit), authorizer evaluations, research reports, customized technical assistance, in-person and virtual trainings, leadership development programs, policy papers, and our annual leadership conference. From a business perspective, NACSA receives philanthropic funds and also creates earned revenue through its consulting services, membership program, and annual conference. NACSA does not contain more than one product division. However, this work will be lead and managing by NACSA's consulting group and supported by other NACSA staffers with rich authorizing experiences and those with expertise in other areas such as policy, communications, and adult learning.

Attached are: (1) certificate of good standing for NACSA and (2) an organizational chart. Please see Attachment L: Good Standing and Org Chart.

2.3.3 Respondent's Diversity, Equity and Inclusion Information - With the Cabinet appointment of a Chief Equity, Inclusion and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic compositions of Respondents' Executive Staff and Board Members, if applicable.

As part of NACSA's 3-year strategic plan, the organization not only created a strategic pillar aimed at diversifying the authorizing profession, NACSA also engaged internally on how to elevate diversity within the organization. We set targets for number of new hires and new board members who identify as people of color. In 2022 and 2023, 75% of open seats on NACSA's board were filled by people aligned with pre-determined board matrix targets and 86% of new hires to NACSA aligned with our DEI priority targets. NACSA also began to measure the percentage of our non-staffing dollars spent with Black-owned, Women-owned, LGBTQIA-owned, and Veteran-owned businesses, which was measured at about 70%. Furthermore, NACSA began to promote consultants in the field of authorizing who identify as people of color to clients and members.

To institutionalize this work, NACSA hired a Chief Operations and Talent Officer to oversee all internal efforts related to diversity, equity and inclusion and assigned external measures to the Vice President of Policy and Institutional Change. NACSA's Executive Staff is made up of three staff members: The Chief Executive Officer, who identifies as a Black man, the Chief Operating Officer, who identifies as a Black woman, and the Chief Development and Business officer, who identifies as a white woman. Currently, 45% of NACSA board members identify as women, and 36% of NACSA's board members identify as people of color.

2.3.4 Company Financial Information - This section must include documents to demonstrate the Respondent's financial stability. Examples of acceptable documents include most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information **should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.**

NACSA's fiscal health is strong, with an FY25 operating budget of \$5.3M, a healthy balance sheet with projected FY24 assets exceeding \$3.9M, and over \$2.3M in operating reserves. In recent years, NACSA has diversified our revenue streams to support our sustainability, with our consulting services and membership program accounting for close to 20% of our FY25 budget. In FY24, NACSA more than doubled our profits from our consulting services and increased our membership revenue by over 20%, compared to the prior year. Over the last five years, NACSA has grown its total Unrestricted Net Assets by \$898,006, an increase of 58%. Our finance professionals lead an effective control environment and produce unmodified audit opinions and the Finance Committee of NACSA's Board of Directors is composed of knowledgeable and engaged individuals who provide strong oversight.

NACSA's audits for its fiscal year's ending June 30, 2023, and June 30, 2024 are currently in progress and therefore we are not able to submit respective audited financial statements for those years at this time. The 2023 audit was delayed due to a staffing transition, while the 2024 audit is proceeding under a typical year-end closing process. As a result, NACSA has attached (1) a Statement of Activities for Fiscal Year Ended June 30, 2023; (2) Comparative Statements of Financial Position for June 30, 2024, and June 30, 2023; and (3) a Statement of Activities for Fiscal Year Ended June 30, 2024.

Please see Attachment K: Company Financial Information.

2.3.5 Integrity of Company Structure and Financial Reporting - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity,

and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

To ensure the integrity of NACSA's financial reporting and underlying governance and oversight a Finance Committee is in place and charged with the duties commensurate with an Audit Review Committee in the public sector. The Finance Committee is charged with monitoring the audit process, meeting with the auditors, receiving the audit, and making related recommendations to the Board of Directors.

NACSA's senior executive staff (CEO and COO) are accountable to the Board of Directors and Finance Committee for ensuring the reliability and accuracy of the organization's financial accounting and reporting and adherence to internal controls. The CEO and COO have taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal.

2.3.6 Contract Terms/Clauses - Please provide the requested information in RFP Section 2.3.6.

NACSA has reviewed the sample contract and is not requesting any changes based on the sample provided.

2.3.7 References - Reference information is captured on **Attachment H** Respondent should complete the reference information portion of the **Attachment H** which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of **Attachment H** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive three (3) **Attachment Hs** from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. **Attachment H** should be submitted to idoareferences@idoa.in.gov. **Attachment H** should be submitted on the submission due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

Customer 1	
Legal Name of Company or Governmental Entity	Missouri Charter Public School Commission
Company Mailing Address	20 S. Sarah Street
Company City, State, Zip	St. Louis, MO 63108
Company Website Address	https://mcpssc.mo.gov/
Contact Person	Robbyn Wahby
Contact Title	Executive Director
Company Telephone Number	855-267-7323

Company Fax Number	N/A
Contact E-mail	robbyn.wahby@mcpsc.mo.gov
Industry of Company	State Agency
Customer 2	
Legal Name of Company or Governmental Entity	New York State Education Department Charter Schools Office
Company Mailing Address	New York State Education Building 89 Washington Avenue
Company City, State, Zip	Albany, NY 12234
Company Website Address	https://www.nysed.gov/charter-schools
Contact Person	David Frank
Contact Title	Assistant Commissioner and Chief of Staff
Company Telephone Number	(518)486-6839
Company Fax Number	N/A
Contact E-mail	David.frank@nysed.gov
Industry of Company	Charter school authorizing
Customer 3	
Legal Name of Company or Governmental Entity	Hawaii State Public Charter School Commission
Company Mailing Address	1164 Bishop Str. Ste. 1100
Company City, State, Zip	Honolulu, HI 96813
Company Website Address	https://www.chartercommission.hawaii.gov/
Contact Person	PJ Foehr
Contact Title	Deputy Director
Company Telephone Number	808-221-0789
Company Fax Number	808-586-3776
Contact E-mail	pj.foehr@spcsc.hawaii.gov
Industry of Company	Charter school authorizing

2.3.8 Registration to do Business – Per RFP 2.3.8, Respondents providing the products and/or services required by this RFP must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent’s responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

NACSA has been registered to do business in Indiana since 2011 and maintains active status. Our business ID is 2011101900428. Please see Attachment N: Registration to do Business in Indiana.

2.3.9 Authorizing Document - Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the

organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

NACSA has attached proof of M. Karega Rausch, NACSA's President and CEO's authority to commit the organization contractually; see Resolution of the Board of Directors for NACSA for Contractual Signing Authority. Please see Attachment M: Authorizing Document.

2.3.10 Diversity Subcontractor Agreements

- a. Per RFP Section 1.21, Minority & Women's Business Enterprises (MBE/WBE) explain process followed to engage with potential MBE, WBE Indiana certified businesses listed on Division of Supplier Diversity site. List the businesses invited to discuss the opportunity for potential partnership.
- b. If not proposing each MBE or WBE subcontractor partnership, explain the rationale for declining to do so. Complete this for each category not proposed.

NACSA compiled a list of approximately 34 organizations certified as MWBE from the state's website that identified themselves as engaged in education-related and data-related work. We reached out to each of them via email and asked them to indicate any direct experience working with charter schools, networks, and/or charter authorizers in Indiana or any other state.

Those organizations were:

#1 Strategic Solutions, LLC
100 Workforce Solutions LLC
AccIndy LLC
AFIT Staffing Inc
Anna Elizabeth LLC
Auburn Street Consulting
B 2 B Strategic Solutions Inc.
Barton Performance Group, LLC
Briljent, LLC
Carolene Mays Inspiring Leadership, LLC
Certified Impact LLC
CulturaLink LLC
Decimalytics
E-Squared Consulting Corporation
EdMetric LLC
Educational Innovation 360
ETI Performance Improvement, Inc.
EvalSolutions Inc.
GenTech Associates, Inc.
GreyPrint Consulting

INcompassing Education
 Monarch Strategies LLC
 Montrell Partnerships LLC
 netlogx LLC
 Next Great Architects, LLC
 On To The Next One Consulting, LLC
 TCB Communications, LLC
 Thought Kitchen, LLC
 Tierree Reid Consulting LLC
 Trinity Breakthrough Coaching LLC
 Viable Education Solutions, LLC
 Virtuoso Education Consulting, LLC

Based on those responses, we completed virtual interviews and reviewed work samples from 9 organizations/consultants, and ultimately determined that Virtuoso Education Consulting LLC and Briljent LLC best met our specific project needs for this RFP through a combination of their similar experience, mission-alignment, and earnest enthusiasm for the scope. We have met and exceeded both subcontractor commitments (14.6% v. 11% for WBE, and 9.6% v. 8% for MBE).

All documents related to our MWBE subcontractor relationships, and their certification status, are contained in Attachment A.

2.3.11 Evidence of Financial Responsibility – Removed at the request of the agency.

2.3.12 General Information - Each Respondent must enter your company's general information including contact information.

Business Information	
Legal Name of Company	National Association of Charter School Authorizers
Contact Name	M. Karega Rausch
Contact Title	President & CEO
Contact E-mail Address	karegar@qualitycharters.org
Company Mailing Address	1 E. Erie St. Ste. 525, #380
Company City, State, Zip	Chicago, IL 60611
Company Telephone Number	312.376.2300
Company Fax Number	N/A
Company Website Address	www.qualitycharters.org
Federal Tax Identification Number (FTIN)	84-1553195
Number of Employees (company)	15 full-time employees
Years of Experience	24
Number of U.S. Offices	NACSA employees work remotely and

	virtually across the United States
Year Indiana Office Established (if applicable)	N/A
Parent Company (if applicable)	N/A
Revenues (\$MM, previous year)	\$5.19M
Revenues (\$MM, 2 years prior)	\$3.60M
% Of Revenue from Indiana customers	0 over the past two years

- a. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

NACSA does not have a formal disaster recovery plan as all of NACSA's employees work remotely.

- b. What is your company's technology and process for securing any State information that is maintained within your company?

NACSA prioritizes maintaining the security of our client's private information, even if it is not classified or confidential. We regularly utilize online storage systems such as Box that offer secure folder and subfolder structures with links that either have expiration dates or require passwords for access. Only project team members who require access to State information have access to these specific folders. If clients have particular security requests, we will accommodate them.

2.3.13 Experience Serving State Governments - Please provide a brief description of your company's experience in serving state governments and/or quasi-governmental accounts.

NACSA has extensive experience in serving state governments and state education agencies.

We are currently working with the Louisiana Department of Education to support authorizers through virtual and in-person PD workshops, tool and resource development, and assisting in their strategic planning. This past fall, we designed and implemented the state of Nevada's new sponsor application process and trained numerous personnel from the Nevada Department of Education to implement subsequent cycles. We are continuing the work in Nevada by engaging with a wide array of stakeholders to develop an authorizer accountability framework based on state context but informed by national practice.

2.3.14 Experience Serving Similar Clients - Please describe your company's experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

As described in our Technical Proposal, NACSA has built significant authorizer capacity across the state of Texas through our programming over the last five years through our long-term contract with the Texas Education Agency. The Texas Authorizer Leadership Academy program is a largely cohort-based PD series that builds participants' capacities to lead practice improvements within their specific offices/organizations with a curriculum aligned to our Principles & Standards and Texas statutes. This project is of a similar size in terms of potential participants, length in terms of the contract period, and number of deliverables. We have supplied samples from that project for review.

2.3.15 Reserved

2.3.16 Payment - Removed at the request of the agency.

2.3.17 Extending Pricing to Other Governmental Bodies – Removed at the request of the agency.