

ISANA
Notice of Request for Proposal
Back Office Services
RFP No. 2023-02

Notice is hereby given that ISANA is requesting proposals for a provider of back office support and related services (hereinafter referred to as **Proposer[s]**) to assist with ISANA's operation of six public charter schools in Los Angeles, California.

Proposers should not construe from this notice that ISANA intends to enter into a contract with the Proposer unless, in the opinion of ISANA, it is in the best interest of ISANA to do so. ISANA reserves the right to negotiate final contractual terms with the successful Proposer.

The Request for Proposal (RFP) documents are available on ISANA's website:
<https://isanaacademies.org/requests-for-proposals/>

ISANA will record and provide answers to any questions or requests for clarifying information about this RFP during the question and answer period.

Proposers must submit written proposals via **email as a single PDF document** to John Vargas, Chief Operations Officer, at jvargas@isanaacademies.org.

ISANA will accept all proposals received on or before **Wednesday, June 22, 2022**. Except for unusual circumstances as determined by ISANA, ISANA will not accept proposals that are received after the deadline.

Proposers do not have to submit a proposal covering the entire Scope of Work. ISANA will accept proposals covering all or any portion of the services described in the Scope of Work. All proposals must clearly and specifically indicate which services are included in the proposal.

ISANA reserves the right to reject any or all proposals, and to waive any errors or corrections in a proposal or in the proposal process. ISANA will award the contract based on a review and analysis of the proposals that determines which proposal best meets the needs of ISANA. Following the review and analysis of all responsive proposals, ISANA staff will make a recommendation to the ISANA Board of Directors at a duly noticed board meeting.

**REQUEST FOR PROPOSAL
for
BACK OFFICE SERVICES**

RFP No. 2023-02

by

ISANA

SEND ALL PROPOSALS VIA EMAIL AS A SINGLE PDF DOCUMENT TO:

**John Vargas
Chief Operations Officer
jvargas@isanaacademies.org**

Request for Proposal

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Introduction/Purpose of Solicitation

The purpose of this RFP is to enter into a contract with a provider of back office support and related services (collectively referred to herein as “Back Office Provider”) that will provide ISANA with assistance in the operation of ISANA’s network of California public charter schools. The Back Office Provider will provide services to ISANA as described in RFP Exhibit 1, Scope of Work.

Since the first ISANA charter school opened in 2005 in Los Angeles, each one has been an anomaly in the community it serves because of its sustained academic success. ISANA enters communities continually impacted by high crime rates, high unemployment rates and poverty, and brings its culture of academic rigor, engaging curriculum, and high expectations to students who may have never had high expectations set for them. ISANA has earned a reputation for creating an atmosphere of academic excellence and also a true learning community for families. The ISANA educational program is designed to meet the needs of all pupils, but is specifically tailored to respond to its target population of primarily Latino, at-risk, and historically underperforming and underserved students. Thousands of traditionally-underserved public school families continue to choose ISANA schools because ISANA is an institution for high-quality student learning that strives to operate with integrity and transparency.

Through this RFP, ISANA seeks to promote open and free competition.

Outlined below are examples of basic competitive bidding standards ISANA will use in the issuance of this RFP:

- ISANA is soliciting competitive proposals in order to secure public objectives in the most effective manner and avoid the possibilities of fraud, collusion, etc.
- ISANA released this RFP to benefit ISANA and not the Proposers.
- Fulfillment of RFP specifications is based on full and fair competition and acceptance by ISANA of the most responsive and responsible Proposer to ISANA’s requirements, as determined by ISANA when evaluating proposals based on the criteria contained in this RFP.
- The RFP provides a basis for full and fair competition among Proposers to a common standard, free of restrictions that tend to stifle competition.

The above four points are for illustrative purposes only.

To respond to this RFP, interested Back Office Providers must present evidence of experience and ability necessary to meet the requirements stated in this RFP. ISANA staff will measure this evidence by scoring the proposals, using a point system that will rank each proposal from highest to lowest, to determine which proposals they will consider for the award of a contract.

To be competitive in this solicitation, the Proposer must:

- Carefully read the entire RFP, attachments, exhibits, any amendments, and any ISANA responses to questions before submitting a proposal.

- Ask appropriate questions or request clarification.
- Submit all required information by the deadlines.
- Follow all instructions and requirements of this RFP thoroughly and appropriately.

If a Proposer discovers any ambiguity, conflict, discrepancy, omission, or other errors in this RFP, the Proposer shall immediately notify ISANA of the error in writing and request clarification or a modification of this RFP. If the Proposer fails to notify ISANA of the error prior to the date for submission of proposals, and is awarded the contract, the Proposer shall not be entitled to additional compensation or time by reason of the error or its later correction.

**Schedule of Events
for
RFP No. 2023-02**

- Release of RFP June 15, 2022
- Proposer Question Submission Deadline June 20, 2022
- ISANA Providers Answers to Questions On or before June 22, 2022
- Deadline for Submission of Proposals June 24, 2022
- Board Meeting – Anticipated Proposal Selection Between June 24, 2022 and July 1, 2022
- Anticipated Contract Effective Date July 1, 2022

ISANA will make every effort to adhere to the schedule. However, ISANA reserves the right to amend the schedule, as necessary, and will post a notice of any said amendment at <https://isanaacademies.org/requests-for-proposals/>.

General Instructions for Proposers

1. Prepare proposals simply and economically. Provide a straightforward concise description of the Proposer's capability to satisfy ISANA's requirements. Emphasis should be placed on completeness and clarity of content.
2. Submit proposals for the performance of any or all the services described within this RFP. All proposals must clearly and specifically indicate which services are included in the proposal.
3. ISANA may reject a proposal if the proposal is conditional or incomplete, deemed nonresponsive, or if it contains any alterations of form or other irregularities of any kind. ISANA may reject any or all proposals or waive any immaterial deviation in a proposal. ISANA's waiver of an immaterial deviation shall in no way modify this RFP document or excuse the Proposer from full compliance with all other requirements if awarded the contract.
4. Proposers are responsible for the costs of developing proposals, and shall not charge ISANA for any preparation costs.
5. Proposers may modify their proposal after submission by withdrawing the original proposal and resubmitting a new proposal prior to the submission deadline.
6. Proposers may withdraw their proposal by submitting a written withdrawal request to ISANA's Chief Operating Officer John Vargas, signed by the Proposer or their authorized agent. Thereafter, a Proposer may submit a new proposal prior to the proposal submission deadline. Proposers may not withdraw their proposal without cause after the proposal submission deadline.
7. ISANA may modify this RFP prior to the date given for submission of proposals by posting an amendment on <https://isanaacademies.org/requests-for-proposals/>.
8. ISANA reserves the right to reject all proposals for any reason and at ISANA's discretion. ISANA is not required to award a contract.
9. All proposals and the resulting contract(s) will be public documents reviewed by the ISANA Board of Directors at a public meeting. Proposers understand that such documents will not be kept confidential.
10. ISANA will not consider more than one proposal from an individual, firm, partnership, corporation, or association under the same or different names. Reasonable grounds for believing that any Proposer has submitted more than one proposal for work contemplated herein will cause ISANA to reject all proposals submitted by the Proposer. If there is reason to believe that collusion exists among the Proposers, ISANA will not consider any of the participants of such collusion in this or future solicitations.
11. Additional charges for regular or express delivery, parcel post, packing, cartage, insurance, license fees, permits, or for any other purpose shall be included (and separately identified) in the proposal.

12. All proposals should include the forms provided as attachments to this RFP, except that Proposers may provide cost information in an alternative format that better suits the type of services and pricing structure in the proposal, as long as it provides a description and breakdown of services and costs included in the proposal. Proposers may copy these forms. A proposal is considered responsive if it follows the required format, includes all attachments, and meets all deadlines and other requirements outlined in this RFP.
13. Proposers are responsible for examining the entire RFP package, seeking clarification for any item or requirement that may not be clear to them, and checking all responses in their proposal for accuracy before submitting it.
14. Proposers may submit their questions regarding the information presented in this RFP to John Vargas by email at jvargas@isanaacademies.org by no later than 5pm on the date set forth above. ISANA will answer all questions received by the deadline in writing without exposing the query source. Proposers may not contact any other ISANA employees directly to ask questions. Responses to all questions will be posted online on or before the date set forth above.
15. ISANA representatives reserve the right to request to inspect a Proposer's operations prior to any award of a contract.
16. ISANA reserves the right to negotiate the final terms and conditions of the contract, which may differ from those contained in the proposal, provided ISANA considers such negotiation to be in its best interest. ISANA may award the full contract to any one Proposer, or may choose to split up the contract between multiple Proposers if in ISANA's best interest.
17. Interested Proposers are invited to inspect ISANA's premises prior to submitting a proposal.
18. Proposers shall submit one copy of the proposal via email as a single PDF document to jvargas@isanaacademies.org. Proposers must ensure that the proposal is complete and inclusive of all materials required under this RFP, including any required signatures. Digital signatures are acceptable as long as the signatory intended it to have the same effect as a handwritten signature.

Proposal Requirements

To be eligible for evaluation, a proposal should adhere to the format set forth below; failure to do so may result in disqualification. Proposers should complete, label, and separate each section, and number all pages. The content and sequence of the proposal will be as follows:

Section	Title
1.	Cover Letter
2.	Table of Contents
3.	Attachments Checklist
4.	Minimum Qualifications
5.	Proposal Questionnaire
6.	Proposer References
7.	Authorization Agreement.
8.	Fee Proposal

1. Cover Letter

Only the individual(s) authorized to bind the Proposer contractually may sign the cover letter, which shall be a part of the proposal package. ISANA may reject the proposal if the Proposer fails to include the following information:

- Name and address of responding company;
- Organizational structure of the responding company (e.g., corporation, partnership, etc.);
- Proposer's Federal Employee Identification Number and Corporate Identification Number, if applicable;
- Name, title, phone number, fax number if applicable, and e-mail address of the representative who will be designated as the primary liaison to ISANA;
- Name, title, phone number, and e-mail address of the representative(s) authorized to bind the Proposer in a contract if different from the primary liaison;
- A statement expressing the Proposer's willingness to perform the services described in this RFP;
- A statement expressing the Proposer's ability to perform the services required in the Scope of Work, including availability of staff and other required resources to meet all deliverables as described in this RFP; and
- The following certification:

By signing this cover letter, I (we) certify that the information contained in this proposal is accurate and that all attachments required to be submitted as part of the proposal are certified to be true and binding upon our company.

2. Table of Contents

Immediately following the cover letter, include a comprehensive Table of Contents that lists all submitted proposal sections, subsections, attachments, and materials.

3. Attachments Checklist

The Proposer shall include all documents identified in the Attachments Checklist (Attachment A). ISANA may reject proposals that do not include the proper required attachments.

4. Minimum Qualifications

ISANA will only consider Proposers that **meet all minimum qualifications** (as listed on Attachment B).

5. Proposal Questionnaire

The Proposal Questionnaire (Attachment C) is intended to provide ISANA with specific information concerning the Proposer's capability to provide services as described in this RFP. Proposers should limit their responses to the number of pages noted in the questionnaire and answer each question in the same order.

6. Proposer References

Proposers must provide two references on the Proposer References form (Attachment D). ISANA reserves the right to contact any of the references listed, and retains the right to conduct reference checks with individuals and entities beyond those listed.

7. Authorization Agreement

The Proposer or their authorized representative must sign the Authorization Agreement (Attachment E) and return it with the proposal package.

8. Fee Proposal

The Proposer must complete the Fee Proposal (Attachment F) and return it with the proposal package. Proposers may provide cost information in an alternative format that better suits the type of services and pricing structure in the proposal, as long as it provides a description and breakdown of services and costs included in the proposal.

Evaluation of Proposals

Proposals will be opened on or after the submission deadline specified in the Schedule of Events. During the evaluation process, ISANA may ask Proposers to clarify information in the proposals, but Proposers may not change their proposals.

An error in the proposal may cause ISANA to reject that proposal; however, ISANA may, at its sole discretion, retain the proposal and make certain corrections. When determining if a correction will be made, ISANA will consider the conformance of the proposal to the format and content required by the RFP and that the Proposer's intent is clearly established based on review of the whole proposal.

ISANA will open proposals to determine if they contain all the required information in accordance with this RFP. ISANA will evaluate qualifying proposals using the following factors (listed in no particular order):

- Administrative Requirements: Did the Proposer include all required information in accordance with the General Instructions and Proposal Requirements?
- Experience: Did the Proposer demonstrate experience with and an understanding of charter school and nonprofit corporation finance and accounting practices? Does the Proposer have the requisite capability and experience, as measured by performance record, years in the industry, relevant charter school experience, number of other schools served, client retention and satisfaction, and references?
- Capacity: Based on the Proposal Questionnaire responses and the Cover Letter, did the Proposer demonstrate a complete understanding of ISANA's service requirements, as described in the RFP and the Scope of Work, and can the Proposer perform those services to ISANA's satisfaction?
- Reputation: Has the Proposer demonstrated a track record in the industry of providing high quality, professional, and timely customer service, and provided positive references?
- Cost: Does the Proposer offer the requested services described in the RFP and the Scope of Work at a competitive price?

ISANA staff will recommend awarding the contract to the most responsive and responsible Proposer based on the factors above.

Attachment A
Attachments Checklist

Proposer Company Name

Please complete this checklist to confirm that the items listed below have been included in your proposal. Place a checkmark or "x" next to each item submitted to ISANA. For your proposal to be considered, all required attachments must be returned, including this checklist. Submit one copy of your proposal via email as a single PDF document.

Section	Title
_____ 1	Cover Letter
_____ 2	Table of Contents
_____ 3	Attachments Checklist
_____ 4	Minimum Qualifications
_____ 5	Proposal Questionnaire
_____ 6	Proposer References
_____ 7	Authorization Agreement
_____ 8	Fee Proposal

Attachment B

Minimum Qualifications

A Proposer must meet all of the following minimum qualifications to ISANA's satisfaction to be given further consideration. Failure to satisfy any of the minimum qualifications may result in the immediate rejection of the proposal.

As of June 30, 2022, both the Proposer's company and its key personnel meet all of the following minimum qualifications:

1. The Proposer has at least three years of experience with providing back office services.

Yes _____ No _____

2. The Proposer has knowledge and experience working with California charter schools.

Yes _____ No _____

3. The Proposer has professional references that demonstrate and evidence the ability to perform the required services.

Yes _____ No _____

4. The Proposer is licensed to do business in the state of California.

Yes _____ No _____

Attachment C

Proposal Questionnaire

This proposal questionnaire is intended to provide ISANA with specific information concerning the Proposer's capability to provide services as described in the RFP. Please be as concise as possible and limit your responses **to no more than two pages per question, unless instructed otherwise. Type each question in the same order as listed in the questionnaire.**

1. Provide a general description of your company's qualifications and experience relevant to the minimum qualifications in Attachment B, along with any necessary substantiating information. Limit your responses to information about your company's capabilities.
2. Provide a statement indicating the year your company was founded; what the primary business(es) of the company is(are); the length of time the company has been providing back office services (bookkeeping, internal and external reporting, budgeting, payroll, etc.) and related services as described in this RFP. In addition, provide the duration and extent of experience the company has with providing any similar services.
3. Provide a general description of your company's experience with California charter schools.
4. Provide a general description of how your company will be able to provide the experience, ability, and financial standing necessary to meet the requirements set forth in this RFP.
4. Provide a complete list of organizations or schools that have discontinued or terminated your company's services in the last three years and the known reason(s) why.
5. Provide an organizational chart for your company, a description of the lines of communication, and the responsibilities at each level.
6. Provide a complete balance sheet or annual report (verified by a certified public accountant) for the last most recent year of operation.
7. Provide a recommended transition plan that describes the steps the Proposer will take to begin providing the services described in this RFP.

Attachment D

Proposer References

List at least two references to which the Proposer has provided back office services within the past three year(s).

Reference 1		
Name of Reference		
Street Address		
City	State	Zip Code
Contact Person	Contact Title	Contact Phone Number
Brief Description of Services Provided		
Dates of Service		
Reference 2		
Name of Reference		
Street Address		
City	State	Zip Code
Contact Person	Contact Title	Contact Phone Number
Brief Description of Services Provided		
Dates of Service		
Reference 3 (optional)		
Name of Reference		
Street Address		
City	State	Zip Code
Contact Person	Contact Title	Contact Phone Number
Brief Description of Services Provided		
Dates of Service		

Attachment E

Authorization Agreement

Request for Proposal for Back Office Services
RFP No. 2023-02

We, [*Enter Company Name*], by our signature on this document certify the following:

1. That we will operate in accordance with all applicable California state and federal laws and regulations.
2. That the terms, conditions, warranties, and representations made within this RFP and our proposal shall be binding upon us and shall be considered a part of the contract as if incorporated therein.
3. That the proposal submitted is a firm and irrevocable offer good for one year.
4. That we have made examinations and verifications, and are fully conversant with all conditions under which services are to be performed for ISANA.
5. That negligence in the preparation or presentation of, errors in, or omissions from proposals shall not relieve us from fulfillment of any and all obligations and requirements in the resulting contract.

Company Name: _____

Address: _____

City: _____ State: _____ Zip: _____

E-mail Address: _____

Web Site Address: _____

Name of Authorized Representative: _____

Title of Authorized Representative: _____

Signature of Authorized Representative

Date Signed: _____

Attachment F

Fee Proposal

COST BREAKDOWN

Proposer Instructions

⇒ Provide a breakdown of all costs included in the fixed price, including personnel costs.

⇒ **Clearly identify all costs.**

⇒ Proposer may provide cost information in an alternative format as long as it provides a description and breakdown of all costs included in the proposal.

Item #	Description of Services	Annual Cost
1.		\$
2.		\$
3.		\$
4.		\$
5.		\$
6.		\$
7.		\$
8.		\$
GRAND TOTAL		

Exhibit 1 Scope of Service

Below is the Scope of Services that ISANA would like to receive from its Back-Office Provider. If there are any services that are above and beyond this scope, please include. If there are any services below that cannot be performed, please identify those service.

1. Accounting

- a) **Bookkeeping Support** – Utilize a quality bookkeeping system to provide a complete bookkeeping solution to ISANA. Specifically, the Back Office Provider will:
 - i. **Chart of Accounts** – Create a Standard Account Code Structure (SACS) and Generally Accepted Accounting Principles (GAAP) compliant and ISANA tailored Chart of Accounts.
 - ii. **General Ledger** – Create and maintain SACS and GAAP compliant General Ledger. Back Office Provider will modify, revise, and incorporate more or less detail in account code structure as requested by ISANA.
 - iii. **Accounts Receivable** – Monitor receipt of revenues tied to budget and expected entitlements. Includes all collection activities necessary to obtain past due funding.
 - iv. **Accounts Payable** – Process all vendor invoices and payments. Includes utilizing GAAP system for verification, approval, and payment. System includes utilization of AP batch approvals, and check register reviews. Includes preparation of all 1099's.
 - v. **Fund / Restricted Accounts** – Track restricted revenues (e.g., Title I) and/or other revenues client requests in writing that be separately track (e.g., parent fundraising) and corresponding expenditures via unique account coding to yield separate net income / loss per account.
- b) **Fixed Assets and Inventory Control** – Create and maintain asset tracking and depreciation schedule system which is integrated into the General Ledger.

2. Payroll

- a) **Payroll Software** – ISANA currently uses Paycom as its 3rd Party Payroll processor. Back Office Provider will be aware with Paycom and assist ISANA process its payroll to ensure proper checks and balances are maintained. If ISANA moves to a different payroll software/provider, Back Office Provider will assist with this set up, including, but not limited to enter employee data and setting up the software based on ISANA company policies
- b) **Payroll Processing** – Includes updating, maintenance, and regular, emergency and special payroll entry, as requested by ISANA. Payroll processing includes all of the following:

- i. Semi-Monthly Payroll Processing
- ii. Special Payroll Processing
- iii. Final Check Processing for former employees
- iv. Completing and submitting STRS reports reporting through the County Office of Education.
- v. Payroll record maintenance
- vi. Payroll Reporting to federal and state agencies
- vii. Submission of payroll tax reports and tax deposits
- viii. Processing of Voluntary Payroll Deductions (e.g., 403(b))
- ix. Distribution of pay warrants and direct deposit administration
- x. W-2 and 1099 Processing to employees and contractors
- xi. Processing of Worker's Compensation
- xii. Personnel Changes, including Salary and accrual adjustments
- xiii. Verification of staff accounting coding, rates of pay, and accruals
- xiv. Preparation and maintenance of annual work calendars
- xv. Processing Exit Forms (resignations, terminations, etc.)

3. External Reporting

- a) **Preparation and Data Submittal of Required Budget Reports in SACS Format** – Includes 1st Interim, 2nd Interim, next year proposed, and unaudited actual to district, county and state entities.
- b) **Attendance** – Back Office Provider should ensure ISANA is taking proper attendance, identifying irregularities that could indicate errors, and preparing and submitting key attendance reports to the state. This includes:
 - a. Assist with monthly attendance reports to charter authorizers.
 - b. Preparation and data submittal of Period 1 (P1), Period 2 (P2), and annual (P Final) attendance reports to district, county and state entities.
 - c. Assist in reviewing school attendance accounting procedures and advising on areas for improvement.
 - d. Review of ADA data on a quarterly basis to ensure the school is on track with projections.
- c) **Audit** – Back Office Provider will act as the lead point of contact with ISANA's auditor and will work with the auditor through finalization of the audit report. Based on completion of consolidated financial statement audit, Back Office Provider will coordinate the preparation and submission of Federal Form 990 and California Form 199 by applicable deadlines with external accounting firm.
- d) **Categorical program budgeting and oversight** – Separate fund tracking for all restricted or categorically relevant programs.
- e) **Consolidated Application** – If ISANA wishes to apply, Back Office Provider will complete Parts 1 and 2 of the Consolidated Application, which is used to apply for federal Title funds (e.g., Title I). Additionally, Back Office Provider will provide assistance during any state or federal compliance reviews or audits.

- f) **National School Lunch Program (NSLP)** – Assist with NSLP bookkeeping, submission of monthly food program reimbursement forms and completion of required annual reports.
- g) **CBEDS** – Assist the ISANA schools in the completion of their School Information Form for Independently Reporting Charter Schools CBEDS annual survey.
- h) **General Reporting** – Includes any necessary grant, award, program, state, county, and district report related to financial, or operating activity. This section does not apply to CALPADS data reporting.

4. Internal Reporting and Budgeting

- a) **Budgeting/Cash Flow** – Back Office Provider shall develop and modify both current and future year budgets and pro forma cash flow models. All state mandated development and adoption timelines shall be incorporated into the planning process. At least two full budget revisions shall occur each year. Other modifications are to be performed as necessary or requested by ISANA, including for strategic planning purposes. In today’s challenging economic times, it is crucial that the budget is constantly reviewed and modified as needed; therefore, there are no limits to the number of budget revisions that may be requested by ISANA.
- b) **Internal Monthly Reporting** – Back Office Provider will create and send at a minimum the following monthly reports to ISANA including (individual and consolidated basis):
 - xvi. Budget to actual income statement
 - xvii. Balance sheet
 - xviii. Check Register
 - xix. Cash flow projections (updated monthly)
 - xx. Fiscal analysis, including variance analysis, and commentary as applicable
- c) **Board Meeting Support** – Someone employed by Back Office Provider will be available upon request for ISANA board meetings to present financial reports and/or answer financial questions (by teleconference or in person). There is no limitation to the number of times ISANA may request a Back Office Provider employee’s presence at ISANA board meetings.

5. Policies

- a) **Fiscal/Operating Procedures** – With the collaboration of ISANA, Back Office Provider will assist in the development and maintenance of fiscal and operating procedures and internal control policies.

6. Client Support

- a) **Client Support** – At ISANA’s written request, Back Office Provider will provide assistance and consulting with funding, budgeting, strategy, fiscal control, facilities, purchasing, or other operational/financial questions or issues.

7. Charter Development and Grants Administration

- a) **Grants** – Track direct and allocate costs to grants.
- b) **Charter Development** – Back Office Provider will assist, upon request, with budget development and forecasting (*e.g.*, and operational budget with budget notes, start-up costs, and cash flow, and financial projections, as applicable) for charter renewal petitions, material revisions, and new charter petitions.

8. Student Information System (SIS) (if applicable)

- a) Assist with the implementation, maintenance, troubleshooting, and updating of SIS software. Back Office Provider's support should consist of but not be limited to:
 - i. Initial product rollout
 - ii. Initial product training
 - iii. Ongoing maintenance & support

9. Complete CALPADS support – Back Office Provider shall ensure the proper reporting of all required student, personnel, and course data to CALPADS on an ongoing basis.

10. LCAP/ Annual Update Support – Back Officer Provider shall provide access to specific budget information (*e.g.*, budgeted and actual expenditures, budgeted and actual revenues, supplemental and concentration grant funds, etc.) and assist ISANA as necessary in the development of the LCAP/ Annual Update for each school.