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November 10, 2021

*Via e-mail to:* ewilliams@strideacademy.org

Dr. Eric Williams

Executive Director

Stride Academy

3241 Oakham Lane

St Cloud, MN 56301

**Re: Proposal for Development Management Services**

Dear Eric,

We appreciate you reaching out to us to discuss Stride Academy’s facility needs. We now have a much better idea of what you need and challenges you face. I want to thank you for this opportunity to present this proposal to you and the rest of the Stride Academy team.

We believe TenSquare is well suited, perhaps uniquely so, to help Stride Academy work through a process of securing the neighboring property and potentially developing it for the future expansion of the school. We have successfully negotiated many creative financing solutions, including obtaining seller take back financing for multiple schools. Over the past two years, we have successfully delivered fifteen school projects, eleven of which were in Minnesota.

Thank you for this opportunity to work with you. We are happy to answer any questions or discuss this proposal at any time.

Sincerely,

Karl Jentoft

Principal

PROPOSED SCOPE OF WORK

SCOPE A: Financing and Acquisition of Neighboring Property (no immediate expansion)

1. Assist in negotiating site control for the eventual purchase of the neighboring property (LOI, PSA, etc.)
2. Research and study various available legal options for acquiring the property:
   1. Purchase by school
   2. Purchase by ABC
   3. Purchase by a third party
   4. Capital Lease
   5. Lease with an option to purchase
3. Establish and execute a plan to gather due diligence information for the property needed for financing (Phase 1 Environmental Study, survey, etc.)
4. Assess the due diligence materials and determine the impact, in any, on the project.
5. Research and study various available financing options for financing including:
   1. Additional Tax-Exempt Bond Financing
   2. Seller take back financing
   3. Assumable Tax-Exempt Bond Financing with a 3rd party nonprofit
   4. Bank Qualified Bond Financing
   5. Conventional and/or Agency Debt
   6. Subordinated Debt as required
6. Produce an initial financial analysis of selected alternatives
7. Produce a draft financing plan with options based on restriction from the current bondholders, the current market, Stride Academy’s goals and priorities, and initial financial analysis; establish viable financing options based on desired/achievable Financing Terms. Prepare an Underwriting Timeline, renovation schedule and outline appropriate steps needed to undertake financing.
8. Assist in the Review and Comment submission and help obtain approval from MDE if necessary
9. Secure Project Financing
   1. Source potential sources of financing
   2. Work with Stride Academy to create, submit, and coordinate Request for Financing packages
   3. Coordinate/respond to communication between lenders and school, including any ad hoc requests and/or ongoing due diligence items
   4. Source and apply for subordinate lending as needed
10. Secure additional resources for asset management/redevelopment and negotiate best possible deals with capital sources.
11. Negotiate arrangements with capital sources.
12. Coordinate/assist in closing all financing

Scope B: Development Management

1. Assist in creating expansion plan for Stride Academy
   1. Define the school’s future facility needs required by any expansion
   2. Establish a budget
   3. Conduct feasibility studies
   4. Create and assess development options with the school
2. Establish and execute a plan to gather updated due diligence information for the property needed for financing (Phase 1 Environmental Study, survey, etc.)
3. Assess the due diligence materials and determine the impact, in any, on the project.
4. Research and study various available financing options for financing including:
   1. Tax-Exempt Bond Financing
   2. Assumable Tax-Exempt Bond Financing with a 3rd party nonprofit
   3. Bank Qualified Bond Financing
   4. Conventional and/or Agency Debt
   5. Subordinated Debt as required
5. Produce an initial financial analysis of selected alternatives
6. Produce a draft financing plan with options based on the current market, Stride Academy’s goals and priorities, and initial financial analysis; establish viable financing options based on desired/achievable Financing Terms. Prepare an Underwriting Timeline, renovation schedule and outline appropriate steps needed to undertake financing.
7. Assist in the Review and Comment submission and help obtain approval from MDE
8. Secure Project Financing
   1. Source potential sources of financing
   2. Work with Stride Academy to create, submit, and coordinate Request for Financing packages
   3. Coordinate/respond to communication between lenders and school, including any ad hoc requests and/or ongoing due diligence items
   4. Source and apply for subordinate lending as needed
9. Secure additional resources for asset management/redevelopment and negotiate best possible deals with capital sources.
10. Negotiate arrangements with capital sources.
11. Coordinate/assist in closing all financing
12. Identify, assess, and select the development team for the completion of facilities-related work
13. Pre-Development Management
    1. Oversee effort between school and design team throughout programmatic design
    2. Oversee design team (A&E) from conceptual stage through permit set of construction drawings. The design team will design the Project to specifications agreed upon by the Stride Academy and TenSquare. Stride Academy and TenSquare will provide written approval of the plans and specifications for the Improvements. Once the plans for the Improvements are approved, any changes must be agreed upon by both Stride Academy and TenSquare.
    3. Assist in selection and hiring process of Architect and or General Contractor and contract negotiations as needed
    4. Facilitate necessary permit applications and processing as required
    5. Create, maintain, and report on project schedules and budgets
14. Conduct outreach and interface with the relevant government agencies.
15. Coordinate with the architect and relevant subcontractors to ensure the proper permits are obtained in a timely fashion.
16. Develop construction schedule and construction budget, track project performance goals and review expenditures.
17. Act as “Owner’s Representative” during the entire financing, and pre-development phases of the Project/Real Estate, during negotiations with capital sources and on behalf of the Owner as requested by Owner with all governmental agencies and departments.
18. Development Management
    1. Maintain project team from construction commencement through project completion and school move-in
    2. Coordinate communication between school, project team, and city officials
    3. Ensure project is proactively meeting city requirements required for bond financing.
    4. Maintain/monitor project schedule, project budgets, permits, and inspections
    5. Submit Pay Applications and coordinate project fund draw requests with contractors, title company, trustee, affiliated building company, and lending partners throughout the construction period.
    6. Coordinate and maintain relationship with lending institutions throughout construction period
    7. Assist in school move-in activities at completion of construction
    8. Maintain documentation file for project record
    9. Participate in meetings as a member of the project team to monitor project progress, schedule, budget, and address issues needing school input
19. Assist the Owner in the management of the development process for the Project/Real Estate, including coordination with any architects, engineers, third party professionals, general contractors, or subcontractors/material suppliers.
20. Act as “Owner’s Representative” with any general contractor to help develop construction schedule and construction budget, and to manage Project performance through to completion.
21. Act as “Owner’s Representative” during the entire development phase of the Project/Real Estate, with all governmental agencies and departments, lending institutions, and contractors.
22. Manage the building occupancy process including the punch list, delivery of the building, system training, and identifying and tracking warranty items.
23. Assist with the building occupancy process including the punch list, delivery of the building, system training, and identifying and tracking warranty items.

BILLING RATES AND COMPENSATION

For this engagement, TenSquare proposes compensation arrangements as follows:

* 1. SCOPE OPTIONS A and B: Financing and Acquisition of Neighboring Property, Expansion planning, Financing, Pre-Development, and Development Management

A Development Fee of 2.5% of Total Project Costs\* (estimated at $250,000) with a maximum of $300,000 payable via a monthly fee of $2,000 with 50% of the Project Management Fee, less any previously paid monthly fees, paid at the closing of the financing and 50% paid as a percentage of construction completion. The monthly fee shall begin upon the execution of a *Purchase Agreement* to acquire and develop the neighboring property for Stride Academy.

* 1. SCOPE OPTION A ONLY: Financing and Acquisition of Neighboring Property

A Development Fee of $50,000 paid at the closing of the financing of the purchase of the neighboring property or the signing of a lease for the neighboring property.

1. Reimbursement of out of pocket, third party expenses, excluding all travel expenses related to the project. Any out-of-pocket expense over $200 are required to be approved by school leaders.

Project Team:

**Project Lead** - Karl Jentoft will be the project lead on this project. He will be the primary point of contact on the project for Stride Academy and will ensure that all aspects of the Scope of Work are completed in a timely fashion. As the project leader, Karl will have the primary responsibility for managing the entire project, creating the overall financing plan, managing the project team, and tracking the schedule from inception through to completion. Karl will ensure Stride Academy is satisfied with the quality of all services delivered by TenSquare.

**Project Manager** – Sean Elder will be the local project manager on this project. He will be the primary point of contact on the project for due diligence information, coordination of the closing of the financing, and coordination of the project team through completion.

**Project Support** – Additional project support will be provided by experienced members of the TenSquare team and outside consultants as needed. TenSquare has existing consulting relationships with a number of firms and individuals with significant charter school development experience that can be brought in if the need arises.

We would be happy to furnish any additional information about our qualifications and of course, to answer any questions you or the members of your board of trustees or staff might have. We are available to meet with you and to discuss these matters at your convenience. We look forward to working with Stride Academy.

Points of Contact:

Karl Jentoft

O – (202) 328-0760

M – (202) 257-4692

Email – [Karl@TheTenSquareGroup.com](mailto:Karl@TheTenSquareGroup.com)

Sean Elder

M – (612) 251-3139

Email – [Sean@TheTenSquareGroup.com](mailto:Sean@TheTenSquareGroup.com)

Firm Contact Information:

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**AGREED AND ACCEPTED THIS \_\_\_\_\_\_\_ DAY OF NOVEMBER 2021:**

**SCOPE OPTION A AND B \_\_\_\_\_\_\_\_\_\_**

**SCOPE OPTION A ONLY \_\_X\_\_\_**

**STRIDE ACADEMY**

**By: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Name: Sara Fromm**

**Title: Board Chair**

2. Firm Profile

TenSquare, LLC is a District of Columbia company specializing in providing real estate development and consulting services to charter school clients. These services include facilities acquisition, financing, development and management; strategic planning; organizational assessment and restructuring; executive recruitment; governance and fundraising. TenSquare’s five principals, Karl Jentoft, Joshua Kern, Kathleen Padian, Alexandra Pardo, and Katie Herman, have significant experience with both charter school operations and real estate development. TenSquare has offices in Minneapolis, the District of Columbia, New Orleans, and Clark County, Nevada. TenSquare works with charter school clients across the United States with current clients in Minnesota, the District of Columbia, Louisiana, Tennessee, Illinois, Georgia, Maryland, Missouri and Nevada.

TenSquare is a District of Columbia Certified Business Enterprise (CBE) as a Small Business, Local Business and Resident-Owned Business.

Services Offered

Real Estate Development:

TenSquare provides comprehensive real estate development services to its clients. These services include developing a project strategy, conducting feasibility analysis of possible facility options, securing the site, assessing and arranging financing, overseeing the project design, and managing the project during construction to eventual occupancy. The result: a complete facility solution that meets the school’s program requirements and is designed and built within a client’s budget and time constraints.

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Planning and Growth:

Charter school clients in need of assistance in planning for expansion and growth rely on TenSquare to guide them through the process of strategic analysis of options, as they seek to attain higher levels of academic achievement, management expertise, financial stability and facility needs. Having founded, successfully operated, and achieved significant success at a District of Columbia public charter high school for over a decade, Josh Kern and the other principals of TenSquare know first-hand the many difficult obstacles and concerns that need to be addressed and overcome in order to bring charter schools up to ever higher levels of performance. Whether it be board of trustees or staff leadership and development, overall school management, finances, fundraising, staffing, resource allocation, teacher performance, curriculum or any other aspect of charter school operations, the principals of TenSquare have had substantial experience and knowledge in all of these areas and are able to bring their expertise to the table for the benefit of TenSquare’s charter school clients. Kathleen Padian was responsible for more than $550 million of new construction and renovation projects in New Orleans during her tenure as the Deputy Superintendent of the Orleans Parish School Board.

School Improvement:

If a charter school client needs more in-depth assistance to resolve regulatory concerns, charter renewal applications or issues, or threatened revocation of authority to operate, TenSquare works intensively with board and staff to restructure the school’s management, staff and operations. These efforts can and often include executive recruitment handled directly by TenSquare to locate the right professionals for the school’s leadership, management, and staff, including principals, board members, administrative staff and teachers. It can also typically include putting new procedures into place for school operations, seeking to locate additional resources for the school, helping to enhance or modify development plans and techniques, entering into negotiations with third parties to restructure the school’s outstanding debts or other contractual obligations, assessing the quality of the school’s financial controls and procedures, and modifying financial operations as needed.

**Similar Projects Underway:**

**St. Paul City School:**

Location: 215 University Avenue West, St. Paul, MN

Type of Project: Ground up construction of a new 70,500 SF K-12 School facility

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: $2,700,000

Total Budget: $17,500,000

Planned Completion: November 2021

**Global Academy Phase II:**

Location: 3000 5th Street, NW New Brighton, MN 55112

Type of Project: Refinancing and addition of a new gymnasium

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: N/A New Building on Existing Campus

Total Budget: $2,402,000

Estimated Completion: August 2022

**Venture Academy:**

Location: 315 27th Ave. SE Minneapolis, MN 55414

Type of Project: Purchasing building from existing landlord

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: $7,000,000

Total Budget: $10,330,073

Estimated Completed: June 2022

**Partnership Academy Phase II:**

Location: 6500 South Nicollet Ave, Richfield, MN

Type of Project: Addition of classrooms for school expansion

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: N/A New Building on Existing Campus

Total Budget: $3,124,570

Completed: August 2022

**KIPP: Nashville Phase III (In partnership with CSDC):**

Location: 5256 Hickory Hollow Parkway, Antioch, Tennessee 37013

Type of Project: Adaptive reuse of a former Macy’s store into a new 135,000 SF High School facility

Role: Owner’s Representative and Project Manager

Purchase Price: $10,000,000

Total Renovation Cost: $31,500,000

Estimated Completion: May 2023

**Accel Day and Evening Academy:**

Location: Virginia College Festival Center; 3100 Cottage Hill Rd, Mobile, AL 36606

Type of Project: Adaptive reuse of a college campus into a Middle and High School facility

Role: Tenant Representative - Real Estate Developer Services

Lease: Rate: TBD

Total Budget: $5,673,453

Planned Completion: November 2021

**Similar Project Summary (selected projects from the past five years):**

**Escuela Exitos (For CSDC as Owner and Landlord):**

Location: 4741 Zealand Ave, New Hope, MN 55428

Type of Project: adaptive reuse of a former church into a K-8 school

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: $2,000,000

Total Budget: $ 5,243,929

Completed: August 2021

**Three Rivers Montessori Phase II (For CSDC as Owner and Landlord):**

Location: 17267 Yale St, Elk River, MN 55330

Type of Project: Adaptive reuse of the ground floor of a former bank building into an elementary school.

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: N/A

Total Project Cost: $890,223

Completed: September 2021

**KIPP: Nashville Phase II (In partnership with CSDC):**

Location: 3655 Murfreesboro Road, Nashville, TN 37013

Type of Project: Ground up construction of a new 45,000 SF Middle School facility

Role: Owner’s Representative and Project Manager

Purchase Price: N/A New Building on Existing Campus

Total Renovation Cost: $16,500,000

Completed: June 2021

**KIPP: Minnesota:**

Location: 5060 Oliver Ave., Minneapolis, MN

Type of Project: Purchase of the School’s existing building with renovations

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: $8,650,000

Total Budget: $13,580,268

Completed: July 2020

**Prodeo Academy:**

Location: 4141 University Ave. NE, Columbia Heights, MN

Type of project: Demo of existing building with new construction of a 78,000 SF facility

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: $1,200,000

Total budget: $17,017,090

Completed: August 2020

**Friendship Academy:**

Location: 3463 Hiawatha Avenue South, Minneapolis, MN

Type of Project: Adaptive reuse and expansion of an existing building

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: $2,150,000

Total Budget: $7,480,421

Completed: August 2020

**Three Rivers Montessori (For CSDC as Owner and Landlord):**

Location: 17267 Yale St, Elk River, MN 55330

Type of Project: Adaptive reuse of a former bank building into an elementary school

Role: Owner’s Representative - Real Estate Developer Services

Total Construction Cost: $794,078

Total Project Cost: $2,577,318

Delivered: August 2020

**Northeast College Prep (With Educational Properties Inc.):**

Location: 330 Industrial Blvd Minneapolis, MN

Type of Project: Purchase of the School’s existing building with additional minor renovations

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price $6,892,027

Total Budget: $9,233,177

Completed: July 2020

**Memphis Business Academy:**

Location: Harmony Plaza Mall; 2126 – 2200 Frayser Boulevard, Memphis, Tennessee 38127

Type of Project: Adaptive Reuse and expansion of a former strip mall into a 55,896 SF School

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price $3,624,466

Total Budget: $13,903,685

Completed: June 2020

**Twin Cities German Immersion School:**

Location: 1030 Como Avenue Saint Paul, MN

Type of Project: Demolition of an existing wing of a building and construction of a new, 23,510 SF addition containing a gymnasium, cafeteria, and classrooms

Role: Owner’s Representative - Real Estate Developer Services

Total Budget: $6,620,292

Completed: August 2020

**Partnership Academy:**

Location: 6500 South Nicollet Ave, Richfield, MN

Type of Project: Ground up construction of a 40,022 square foot, two-story building with 23 classrooms and a gymnasium

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: $1,300,000

Total Budget: $10,887,950

Completed: June 2019

**Columbia Parc K-8, Bayou District Foundation/KIPP New Orleans:**

Location: New Orleans, LA

Type of project: new construction adjacent to mixed-income housing redevelopment

Role: Construction and Project Management

Total budget: $17 million

Completed: June 2019

**Global Academy:**

Location: 3000 5th Street, NW New Brighton, MN 55112

Type of Project: Adaptive Reuse and expansion of a former seminary

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: $5,750,000

Total Budget: $10,964,579

Completed: July 2019

**Gestalt Village Holdings:**

Location: 5390 Mendenhall Mall, Memphis, TN 38115

Type of Project: Adaptive Reuse and expansion of a former strip mall into an 88,661 SF School

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price $2,205,000

Total Budget: $16,594,762

Completed: August 2019

**Early Childhood Academy (Owner Representative):**

Location: 885 Barnaby Street, SE Washington, DC

Type of Project: Demolition and adaptive reuse of an existing Church and construction of a new, 29,000 SF addition

Role: Owner’s Representative and Development Consultant

Purchase Price: $1,600,000

Total Budget: $18,638,821

Completed: August 2019

**KIPP: Nashville (In partnership with CSDC):**

Location: 3655 Murfreesboro Road, Nashville, TN 37013

Type of Project: Ground up construction of a new 48,772 SF facility

Role: Owner’s Representative and Project Manager

Purchase Price: $2,071,624

Total Budget: $16,500,000

Completed: July 2019

**Modern Montessori Charter School (For CSDC as Owner and Landlord):**

Location: 111 Dean Avenue, Champlin, MN 55316

Type of Project: Adaptive reuse of a former public school building into an elementary school

Role: Owner’s Representative - Real Estate Developer Services

Total Construction Cost: $691,595

Total Project Cost: $4,063,994

Delivered: August 2019 with additional renovations in summer 2020

**Twin Cities International Schools:**

Location: 277 12th Avenue North, Minneapolis, MN 55401

Type of Project: Renovation of an existing wing of a building and construction of a new, 22,350 SF addition containing a Gymnasium, office space and classrooms

Role: Owner’s Representative - Real Estate Developer Services

Total Budget: $26,435,000

Completed: September 2018

**Hiawatha Academies:**

Location: 3500 East 28th Street Minneapolis, MN

Type of Project: Adaptive Reuse and expansion of former Shasta Bottling Plant

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: $3,850,000

Total Budget: $27,333,641

Competed: August 2018

**Art & Science Academy Middle School (For CSDC as Owner and Landlord):**

Location: 903 6th Ave Court NE, Isanti, MN 55040

Type of Project: Ground up construction of a 19,700 sq. ft. single-story building with 11 classrooms and gymnasium

Role: Owner’s Representative - Real Estate Developer Services

Total Construction Cost: $2,776,574

Total Renovation Cost: $3,825,431

Delivered: October 2017

**New Heights Academy (For CSDC as Owner and Landlord):**

Location: Stillwater, MN

Type of Project: Purchase and renovation of a former public-school building

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: $1,300,000

Total Renovation Cost: $399,072

Delivery: August 2017

**Hiawatha Academies:**

Location: Minneapolis, MN

Type of Project: Tax Exempt Bond Issuance to purchase three buildings from CSDC

Role: Real Estate Development Advisor

Purchase Price: $21,790,000

Total Renovation Cost: N/A

Delivered: June 2016

**KIPP: New Jersey (In partnership with CSDC):**

Location: Newark, New Jersey

Type of Project: Ground up construction of a new 100,000+ SF facility

Role: Owner’s Representative and Project Manager

Purchase Price: $2,405,000

Total Renovation Cost: $26,648,125

Delivered: July 2016

**Northeast College Prep (For CSDC as Owner and Landlord):**

Location: Minneapolis, MN

Type of Project: Purchase and renovation of a former warehouse and charter school building

Role: Owner’s Representative and Project Manager

Purchase Price: $3.600,000

Total Renovation Cost: $6,412,484

Delivered: August 2016

**Encore Academy (For CSDC as Owner and Landlord):**

Location: New Orleans, Louisiana

Type of Project: Renovation and expansion of former school building (John A. Shaw School))

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: $135,000

Total Renovation Cost: $6,778,000

Delivered: March 2016

**Art and Science Academy (For CSDC as Owner and Landlord):**

Location: Isanti, MN

Type of Project: Purchase and renovation of a former gymnastic training center and public charter school building

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: $1,491,500

Total Renovation Cost: $2,265,449

Delivered: December 2015

**Hiawatha Academies (For CSDC as Owner and Landlord):**

Location: Minneapolis, MN

Type of Project: Ground up construction of a new middle school facility (Northrop School)

Role: Owner’s Representative - Real Estate Developer Services

Purchase Price: N/A (Property already owned by CSDC)

Total Renovation Cost: $6,950,000

Delivered: November 2015

**Mundo Verde Public Charter School:**

Location: Washington, DC

Type of Project: Renovation and addition to a former public-school building

Role: Owner’s Representative - Real Estate Developer Services

30 Year Lease from the District of Columbia

Total Renovation Cost: $12,166,000

Delivered: November 2015

**3. The TenSquare Team**

**TenSquare LLC**

**Karl Jentoft** is an experienced real estate developer with prior experience in banking and education. He has developed school buildings, affordable housing, and mixed-use developments. Prior to joining TenSquare, Karl worked for two years as the Vice President for Corporate Development at Charter Schools Development Corporation. At Charter Schools Development Corporation, Karl developed charter school properties across the country and established a new real estate consulting business. Karl has developed over 40 charter school facility projects, working with schools in 6 states and the District of Columbia. Karl's projects have comprised over 60 public charter school campuses, comprising over $300 Million and 1,500,000 square feet of development work.

In his 19 years of educational work, Karl helped create Capital City Public Charter School in Washington, DC and served for seven years as the Board Treasurer, he was appointed to the DC State Education Office Credit Enhancement Committee which oversaw the disbursement of public funds for direct loans and credit enhancements for charter school facility projects, and he was appointed to the DC Public Charter School Board which authorizes all DC public charter schools and provides oversight to 60 schools on 92 campuses. Mr. Jentoft also served on the Board of Trustees for the Friends of Choice in Urban Schools for 12 years.

Before becoming a real estate developer, Karl held senior management positions in finance and banking firms throughout his career. Karl spent two years as Director at Octopus Investments in London, England and ten years in banking as an executive at Capital One. As President of Capital One, Services (Canada) and Director of New Business Development at Capital One Services, Inc. Karl ran Capital One’s Canadian business and managed teams in the creation of new businesses in the United States. Formerly with McKinsey & Co and an Intelligence Officer in the U.S. Air Force, Mr. Jentoft has experience in all aspects of building and running a business including strategy development, marketing, contract negotiation, risk analysis, establishing operations, and recruiting and developing business teams. Karl holds a BS in Economics and International Affairs from the United States Air Force Academy and a Masters of Public Management from the University of Maryland.

**Sean Elder** joined TenSquare, LLC as Director of Real Estate Development in July 2018 and recently opened an office for the growing company in Minneapolis, MN. In his role, Sean leads and supports real estate development and other support services for TenSquare partner schools.  Prior to joining TenSquare, Sean served for seven years as the Chief Operating Officer of Hiawatha Academies, a K-12 network of college-preparatory charter schools in Minneapolis. During his tenure, Hiawatha expanded from 1 school serving 300 students to 5 schools serving over 1500 students, and continually received recognition for its work in closing the opportunity gap. During the network’s growth, Sean led and facilitated multiple strategic planning cycles, was responsible for the full slate of financial management, compliance, and operational teams and services, led an expansion in annual private philanthropy to $1.6MM, and secured and managed $1.5M in annual state and federal grants; supporting a $27M annual budget across five schools. Sean was also responsible for the planning, acquisition, financing, community engagement, renovation, new construction, and formation of two affiliated building non-profits to support over $50M in real estate development projects for the network from 2011 through 2018.

Sean has over twelve years of experience in the education field. Before entering charter school leadership, Sean held roles as a Fellow with Education Pioneers, a regional leader with Skyhawks Sports Academy, and an Undergraduate Admissions Counselor at the University of Minnesota.  Sean currently sits on the Education and Jobs Committee for the Greater Twin Cities United Way.  He holds a B.A. in Sociology – Law, Criminology, and Deviance from the University of Minnesota and an M.B.A. from the University of St. Thomas.

**Kathleen Padian** joined TenSquare, LLC as a Principal in September 2015 and opened an office for the rapidly expanding company in New Orleans, LA. She most recently served as the Deputy Superintendent for the Orleans Parish School Board. Her responsibilities included management of the Charter School and Facilities offices for the School Board. Kathleen grew the charter portfolio from 11 schools on 13 campuses to 18 schools on 24 campuses during her tenure; leading the approval process and supporting schools with placement of administrators and board members, finding facilities and creating the first CMO under the OPSB. The charter enrollment comprised 80% of the District at the time of her departure. At OPSB, Kathleen was responsible for the oversight of all renovation and new construction of facilities; approximately $500m in projects from 2012 through 2015.

Kathleen has over twenty years of experience in the K-12 public education field from her start as a classroom teacher to executive management of schools, non-profit and philanthropic organizations. She moved to New Orleans in 2008 to continue her work on charter school facility issues that she began while serving as Vice President of Building Hope, a foundation based in Washington, DC. At Building Hope, she oversaw more than a dozen school facility construction and renovation projects and created the first charter school incubators space in a former DCPS building. Kathleen subsequently founded an organization dedicated to these issues in New Orleans, providing consultative services to a variety of clients including the LA Association of Public Charter Schools. Additional past experience includes serving as the National Director of Development for New Leaders for New Schools (New York, NY) and Strategic Investments Director at Fight for Children (Washington, DC).

Kathleen has consulted with authorizers and charter operators regarding the development of schools in Washington DC, Florida and Louisiana. She holds degrees from the University of Connecticut and Quinnipiac University and has studied special education and educational leadership at the Curry School of Education at the University of Virginia. She was selected as a member of the inaugural cohort for the NACSA Leaders Program in 2012. Kathleen was also the founding Board President of Achievement Prep Charter School in DC and served as President of the Board for NOLA 180, a CMO in New Orleans. She regularly serves on the Program Committee for the National Alliance for Public Charter Schools’ annual conference and is a frequent speaker at a number of education reform convening’s around the country. Kathleen’s love of New Orleans and Mardi Gras led her to become a founding float lieutenant in the Krewe of Nyx in 2011. The job that she loves the most is being the mother of her 8-year-old daughter.

**Joshua M. Kern** has been the Managing Member of TenSquare, LLC since its inception. Based in Washington, DC, TenSquare is a national educational advisory services firm specializing in helping schools improve performance, acquire and finance sites and facilities, and achieve overall educational and growth objectives. Prior to founding TenSquare, Mr. Kern was the Co-Founder, President & Chief Executive Officer of Thurgood Marshall Academy Public Charter High School (TMA) in the Anacostia neighborhood of D.C. Mr. Kern initiated the effort that led to the creation of Thurgood Marshall Academy while attending law school at Georgetown University Law Center and serving, through the university's DC Street Law clinical program, as a teacher at Frank W. Ballou High School. Mr. Kern oversaw Thurgood Marshall Academy's growth and development from a start-up serving 80 9th graders at its inception in 2001 to a full-service accredited institution serving 390 students in grades 9 - 12. Under Mr. Kern’s leadership, Thurgood Marshall Academy garnered national recognition for the excellence and sustainability of its programs. Thurgood Marshall Academy students have the highest combined state standardized test scores among all open enrollment high schools in Washington, DC. 100% of students in all six graduating classes were accepted to college and 87% of the most recent alumni enrolled in college last year. In late 2009, the school was selected by the U.S. Department of Education to be featured as part of the Department’s Doing What Works initiative. Thurgood Marshall Academy was the only charter school and one of just six schools in the country chosen as a national model of excellence for its use of data to improve student outcomes.

Mr. Kern also has extensive experience with real estate development and finance for charter schools in the District of Columbia and elsewhere. He has managed all aspects of the design, construction, and capitalization of numerous charter schools’ redevelopment projects.

Mr. Kern is a founding member of the DC Public Charter School Association, Vice Chair of the Board of Friends of Choice in Urban Schools (FOCUS), a member of the Board of Barrack Academy, an Advisory Board member of the National Public Charter School Resource Center, and a member of the Board of Achievement Prep Public Charter School. He is also a frequent speaker at national conferences and seminars and before Congress concerning charter schools and related educational matters. Mr. Kern was recently appointed by the District of Columbia Council to serve on the University of the District of Columbia Community College (CCDC) Transition to Independence Advisory Board.

Mr. Kern is a member of the Pennsylvania Bar and in 2011 received the prestigious Robert F. Drinan Public Service Award from Georgetown Law. Mr. Kern was also named "Young Lawyer of the Year" by the Bar Association of DC. Mr. Kern graduated with honors from Georgetown University Law Center in 2001 and holds a BA and MBA from Tulane University.

**Katie R. Herman** is an experienced nonprofit leader with a keen eye for talent and proven success in building high performing teams and operations, leading towards strategic priorities, and creating sustainable infrastructures for educational nonprofits. For four years, Katie led the development efforts of College Summit, a national college access organization. As Vice President of Development, she built a national development team, oversaw a $9M annual goal, and developed the infrastructure to support 11 regional operations. From 2001 through 2008, Katie served as Managing Director and Development Director for Thurgood Marshall Academy Public Charter High School (TMA), one of the highest performing public high schools in Washington, DC. Katie helped grow the school from 80 to 400 students and quadrupled philanthropic revenue. Among her accomplishments at the school, Katie oversaw an unconditional five-year charter renewal from the Public Charter School Board (the first unconditional renewal the PCSB ever granted to a high school); restructured the administration and hired the current leaders of the school; spearheaded the development of a nationally-recognized data-driven benchmark assessment system and standards-based curriculum; led annual fundraising and capital campaigns; designed and ran model volunteer-based, after-school programs; and closely supported the $12M renovation and restoration of a century-old school building in Anacostia. She now serves as Secretary of the Board of Trustees. Katie has experience in education research and evaluation from her work at Policy Studies Associates, and is a committed educator with over twenty years of working with youth in the inner cities of Chicago, Providence and Washington, D.C. She is a graduate of Brown University.