

September 11, 2025

Baker Tilly Advisory Group, LP
9229 Delegates Row
Indianapolis, IN 46240
+1 (317) 465-1500
bakertilly.com

Dr. Rex Ryker, Superintendent
Crawfordsville Community School Corporation
3 West Athenian Dr.
Crawfordsville, IN 47933

Delivered electronically

Dear Dr. Ryker:

Thank you for the opportunity to provide a proposal to develop an operational and staffing analysis model for Crawfordsville Community School Corporation (the "School"). The School has requested our assistance in providing an operational and staffing analysis model focused on the Education, Operations, Rainy Day and Federal Grant Funds. The model would be developed based on the unique circumstances that are important to the School and allow the leadership team to guide and support the School Board's fiscal policies.

Proposed plan of work

Based on our experience with operational and staffing modeling and our understanding of your needs, we have prepared a plan of work to provide the analysis. This framework is amenable to refinements, based on your input.

The following describes the plan of work anticipated for the engagement:

Activity 1 – Start Project

Baker Tilly will begin this project with a project launch meeting with you, the Chief Financial Officer and any additional team members as designated, collectively referred to as the project team. During this virtual meeting we will refine the schedule, discuss the project objectives, and review the tasks to be completed. After this initial launch meeting, we will submit a document and data request to the School.

Activity 2 – Gather Information and Data

Next, we will initiate a careful learning phase to understand the School's current fiscal status. Key tasks include the following:

- Gather data to be used throughout the analytical phase of the project. This will include student enrollment, staffing, academic program and service planning needs, labor agreements and other pertinent information.

Activity 3 – Discovery Phase

Conduct efficiency analysis of revenue and expenditures in the following areas: custodial services, maintenance and grounds, transportation, IT, special education, curriculum and instruction (regular, career tech, multi-lingual), media center, guidance, preschool, and administrative functions.

Staff surveys and interviews will be conducted and scheduled in collaboration with School officials.

Review and analyze financial data at a program and object level from 2021 – 2024

Review student data for corporation enrollment, Career Tech, Special Ed, ML to determine per pupil expenses

Provide a report for each area with strategic insights - - adapt/adopt/abandon

Activity 4 – Prioritization

We will review the operational and staffing analysis model with the project team and make any necessary edits to finalize the report. We will also meet with administrators or School budget team to review and assess efficiency opportunities. We will also be happy to present the fiscal plan to you or others within the organization using videoconference technology at the discretion and desire of the project team, as well as an in-person presentation to the School Board as part of its budget deliberations or as part of its strategic planning workshop(s).

About Baker Tilly

Celebrating more than 90 years serving our valued clients

As a future-looking firm, we celebrate over 90 years in the marketplace by honoring our roots and continuing to shape our future. We embrace the fact that local governments can't stand still — and we won't stand still. As we help our clients identify new needs and opportunities, we innovate and change to work better.



Delivering specialized expertise to our public sector clients

State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other industries. We recognize this complexity, and we are eager to serve as a truly valued advisor to the public sector. Nationwide, our state and local government practice has served nearly 4,000 state and local governmental entities, including municipalities, special districts, counties, public utilities, school districts and transit.

Public sector: Experience that matters

4,000 public sector clients **90+ years of industry experience** **Serving clients nationwide**

Comprehensive services for local governments

Your team is ready to help you find solutions to overcome the obstacles that stand between you and your goals. We provide a full range of service offerings for state and local governments, including those listed below.



FULL RANGE OF KEY SERVICE OFFERINGS FOR LOCAL GOVERNMENTS	
Accounting services and assurance	Housing and economic development
Capital planning	Human capital services
Cybersecurity consulting	Management services
Classification and compensation study	Organizational assessment
Efficiency studies	Organizational development
Executive coaching	Process improvement
Executive performance assessment	Rate and user fee studies
Executive recruitment	Risk advisory and internal audit
Federal funding advisory	Service sharing and service consolidation
Financial planning, budgeting and analysis	Strategic planning

References

Available upon request.

Aligning key engagement team members with your goals

Your handpicked team of professionals offers a collaborative focus supported by the breadth and depth of our firm’s national resources. We believe in strong personal relationships, and this means a personal interest in Crawfordsville Community School Corporation from some of our most experienced team members. Engagement team members are introduced below.

ENGAGEMENT TEAM FOR CRAWFORDSVILLE COMMUNITY SCHOOL CORPORATION	
	<p>Brock Bowsher, Principal</p> <p>Role: Project Director</p> <p>Brock is a principal in the firm’s municipal advisory practice. He has been with the firm since 2016. Brock specializes in serving schools and libraries by providing expertise in capital planning, comprehensive financial planning, debt management and budget development. He has practiced for more than 14 years as a public school’s chief financial officer. Brock assists with budget and financial management services, focusing on capital planning and debt management. Additionally, he is experienced in capital and operating referendum planning and strategies, and he works on data analytics and statistics projects to support his clients' financial needs.</p> <p>Brock is MSRB Municipal Advisor Series 50 Qualified and Municipal Advisor Principal Series 54 Qualified.</p>
	<p>Matt Bubness, Director</p> <p>Role: Model Developer</p> <p>Matt is a director with Baker Tilly’s K-12 public sector advisory group. Matt joined Baker Tilly in 2021 and brings 20 plus years of experience serving and working for a variety of entities across the public sector. At Baker Tilly, Matt focuses on staffing analysis, budgeting analysis, process improvements, financial forecasting, and other areas of financial management for school districts.</p> <p>Prior to joining Baker Tilly, Matt led the Government Finance Officers Association’s initiative to improve strategic planning and budgeting, specifically for school districts, through Government Finance Officers Association’s (GFOA) Best Practices in School Budgeting. Matt worked with districts across the country leading workshops, trainings and presentations. Prior to GFOA, Matt served Chicago Public Schools for a number of years in various roles in budgeting and also as the finance/operations director for all special education services and supports which had an annual operating budget of nearly \$1 billion.</p>



Dr. Jay Staley, Director

Role: Subject Matter Specialist

Jay joined Baker Tilly in January 2022 and is a key member of our K-12 practice. He brings more than 25 years of experience in broad range of PK-12 public school leadership roles to your project.

Jay’s career in public education began as a middle school teacher. He then took on the role of building-level administrator and athletic director. Transitioning to the school’s business office, Jay oversaw the human resources (HR) department, managed the self-insurance program, and handled federal and state grants. As a member of the leadership team, he contributed to district strategic direction discussions and the development of several strategic plans.

As director of business, Jay managed a \$100 million annual budget, overseeing financial services, facilities and maintenance, and safety and security. Most recently, he served as assistant superintendent of finance and operations, where he supervised financial services, facilities and maintenance, food services, HR, safety and security, and transportation. Jay’s in-depth expertise in school operations and strategic planning will be invaluable in informing our recommendations to EPS.

Professional fee

The total cost and timeline for this project is summarized in the following table. We anticipate that the initial draft fiscal plan will be available by December subject to the School providing all data and documents requested upon project launch. Phases 1 – 3 would be finalized by December and Phase 4 would be completed by February. and the presentation to the School Board as part of a workshop would take place in January or February. The Timelines can be adjusted based upon the goal of the School. The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal.

Activity	Hours	Cost	Timeline (2025)
Operational and Staffing Analysis			
1 – Start project			September
2 – Gather information			September – October
3 – Discover Phase	50 - 60	\$15,000	October – December
4 – Prioritization	20 - 30	\$10,000	January - February
Total –Project (Not to exceed)	70 – 90	\$25,000	Estimated completion – end of February 2026

Conclusion

Crawfordsville Community School Corporation will continue to be a valued client of Baker Tilly, and I will be personally involved in all aspects of our relationship, from planning through completion. Thank you for the opportunity to make tangible contributions to your success. Our team is excited to earn your trust, and we look forward to discussing your questions and feedback.

Sincerely,



Brock Bowsher, Principal
Baker Tilly Advisory Group, LP
+1 (317) 465 1665 | brock.bowsher@bakertilly.com

Accepted for the Crawfordsville Community School Corporation by:

Name: Rex M. Pytko
Title: Superintendent
Date: 9/11/2025

The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought.

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