

SPONSORSHIP CONTRACT
FOR A COMMUNITY SCHOOL
BETWEEN
CLEVELAND MUNICIPAL SCHOOL DISTRICT
AND CITIZENS LEADERSHIP ACADEMY

This Sponsorship Contract, made effective as of 12:01 a.m. on July 1, 2019, is by and between the Board of Education of the Cleveland Municipal School District (the “Sponsor”), a political subdivision of the State of Ohio (the “State”), and the governing authority of a community school called Citizens Leadership Academy (the “School”), established as a non-profit and public benefit corporation under Ohio law whose corporate charter number is 1921913 (“Governing Authority”) (together, the Sponsor and the Governing Authority are referred to herein as the “Parties”).

WHEREAS, the Governing Authority, pursuant to Chapter 3314 of the Ohio Revised Code (“ORC”), desires to continue to operate a start-up community school located in the Cleveland Municipal School District, Cuyahoga County, Ohio; and

WHEREAS, the Sponsor is authorized to sponsor community schools under ORC Chapter 3314; and

WHEREAS, the Parties have previously entered into a start-up sponsorship contract for the term commencing July 1, 2014 and ending June 30, 2019; and

WHEREAS, the Parties desire to enter into a new contract for five years with the initial effective date of July 1, 2019;

NOW THEREFORE, the Parties enter into this Sponsorship Contract (the “Contract”) with the following terms and conditions:

A. START UP OF A COMMUNITY SCHOOL. The Governing Authority and the Sponsor agree that the Governing Authority may continue to operate a community school as permitted by law, subject to applicable requirements of federal law, the laws of the State, and the terms of this Contract.

B. COMMUNITY SCHOOL OBLIGATIONS. The Governing Authority, for itself and on behalf of the School, covenants and agrees as follows:

1. **LEGAL STATUS.** The School is established and operated as a non-profit corporation and a public benefit corporation under ORC Chapter 1702. The School shall maintain in good standing its status as a non-profit corporation.

In accordance with ORC Chapter 3314, the School is a public school independent of the Sponsor or any other district, independently operated and governed in its day-to-day activities, business practices, and policies.

2. **CORPORATE RECORDS.** The School’s Articles of Incorporation, Appointment of

Statutory Agent, Code of Regulations, and Taxpayer Employer ID Number are on file with the Sponsor. Should any of these documents be modified or created subsequent to this Contract being executed, the School shall submit the same to the Sponsor in a timely manner for the Sponsor's review for consistency with federal and state law and the provisions of this Contract.

3. **COMPLIANCE WITH STATE LAWS.** In accordance with ORC Section 3314.03(A)(11)(d), the School shall comply with ORC Sections 9.90, 9.91, 109.65, 121.22, 149.43, 2151.357, 2151.421, 2313.19, 3301.0710, 3301.0711, 3301.0712, 3301.0715, 3301.0729, 3301.948, 3313.472, 3313.50, 3313.536, 3313.539, 3313.5310, 3313.608, 3313.609, 3313.6012, 3313.6013, 3313.6014, 3313.6015, 3313.6020, 3313.643, 3313.648, 3313.6411, 3313.66, 3313.661, 3313.662, 3313.666, 3313.667, 331.668, 3313.67, 3313.671, 3313.672, 3313.673, 3313.69, 3313.71, 3313.716, 3313.718, 3313.719, 3313.7112, 3313.721, 3313.80, 3313.814, 3313.816, 3313.817, 3313.86, 3313.89, 3313.96, 3319.073, 3319.074, 3319.321, 3319.39, 3319.391, 3319.41, 3319.46, 3321.01, 3321.041, 3321.13, 3321.14, 3321.141, 3321.17, 3321.18, 3321.19, 3321.191, 3327.10, 4111.17, 4113.52, and 5705.391, and ORC Chapters 117, 1347, 2744, 3365, 3742, 4112, 4123, 4141, and 4167 as if it were a school district and shall comply with ORC Section 3301.0714 in the manner specified in ORC Section 3314.17. Unless prohibited by the United States Constitution, the Ohio Constitution, or other controlling law, the School shall comply with these sections and chapters of the Ohio Revised Code now in effect and as hereafter amended.
4. **ETHICAL AND RESPONSIBLE CONDUCT.** Officers and employees of the School shall comply with ORC Chapter 102 and Sections 2921.42, 2921.43, and 2921.44.
5. **HIGH SCHOOL CREDITS AND DIPLOMA.** If the School serves grades nine through twelve, it shall comply with ORC Sections 3314.03 (A)(11)(f), 3313.603(J), 3313.61, 3313.611, and 3313.614.
6. **SCHOOL CALENDAR AND SCHEDULE.** The Governing Authority agrees that, except for minor modifications made due to epidemic, casualty, weather conditions, or changes of five or fewer consecutive work days, the School shall adhere to the School's calendar and schedule as set forth in the Educational Plan described in Section B, subsection 30 of this Contract and attached as **ATTACHMENT 3**, as may be modified mutually between the Parties if necessary.
7. **SCHOOL ANNUAL REPORT.** In accordance with ORC Section 3314.03(A)(11)(g), the Governing Authority shall submit within four months after the end of school year a report of its activities and progress in meeting the goals and standards and its financial status to the Sponsor and the parents of all students enrolled in the School.
8. **REPORTING.** The Governing Authority shall send its monthly financials, including an enrollment report, a statement of financial position, statement of activities, and cash flow statement, to the Sponsor, and it shall send annual reports as to staff and teacher

turnover, expulsions, and suspensions, if requested by the Sponsor, and shall respond timely under the circumstance to the Sponsor's reasonable inquiries regarding such information or other matters the Sponsor reasonably deems important in relation to its duties.

The Governing Authority shall also report annually in writing to the Sponsor financial data as required by the Ohio Auditor of State (the "Auditor of State"), and, if applicable, data regarding the structure and operations of the management company (if any) that directly pertain to the School's operation.

9. **SITE VISITS AND STUDENT RECORDS.** The Governing Authority shall permit the Sponsor to conduct site visits as determined reasonably necessary by the Sponsor. When appropriate, the Sponsor shall make reasonable efforts to provide prior notice of such visits and to not disrupt testing or the educational process or programming of the School. Such site visits may include any activities reasonably related to fulfillment of the Sponsor's oversight responsibilities including, but not limited to, inspection of the facilities; inspection of records maintained by the School; and interviews and observations of the principal and staff; and observations of classroom instruction.

The Governing Authority and the Sponsor agree and state that pursuant to 20 U.S.C. Section 1232g, the Family Educational Rights and Privacy Act ("FERPA") and 34 CFR Part 99, the Sponsor is an authorized representative of a state educational authority and that the School is permitted to disclose to the Sponsor personally identifiable information from an education record of a student without parental consent (or student consent where applicable) and that the Sponsor is authorized by federal, state, and local law to conduct audits, compliance evaluations, and enforcement activities of federal and state supported education programs. Accordingly, the Governing Authority agrees to grant to Sponsor's employees full and complete access as defined hereinafter to "education records" as defined by FERPA and all documents, records, reports, databases, and other information made available to or maintained by the School that are applicable to the Sponsor's responsibilities under Ohio law. Such information shall include, but shall not be limited to, the statewide education management information system established under ORC Section 3301.0714. Access includes the ability to inspect electronic documents at the School, and the School shall enable the Sponsor to have remote self-service access in read-only format. The Governing Authority further agrees that, in accordance with ORC Section 3314.03(A)(28), the School's attendance and participation records shall be made available to the Sponsor, ODE, and the Auditor of State to the extent permitted by FERPA, 34 CFR Part 99, and ORC Section 3319.321.

The Sponsor shall be responsible for any costs or adverse consequence(s) resulting from an accidental or other deletion, release, or alteration of information or data systems or records of the School or of the Ohio Department of Education ("ODE") as a result of such access. The Sponsor agrees to comply with both FERPA and state privacy laws, rules, and regulations and shall destroy the educational records when no longer needed for the purposes accessed.

10. **COOPERATION WITH MONITORING.** The Sponsor shall monitor the performance and legal compliance of the School. The Governing Authority and the School shall cooperate with and supply all of the needed information for the Sponsor's duties pursuant to Section D, below, of this Contract. To carry out its monitoring duties, the Sponsor may utilize a compliance management system and may require the School to designate a contact person for the compliance management system.
11. **DISPLAY OF NATIONAL AND STATE MOTTOS.** The School, unless it is an internet- or computer-based school, shall comply with ORC Section 3313.801 as if it were a school district.
12. **FINANCIAL PLAN.** The School shall submit to the Sponsor a financial plan detailing an estimated school budget for each year of the period of the Contract and specifying the total estimated per pupil expenditure amount for each such year. The plan shall specify for each year the base formula amount that will be used for purposes of funding calculations under ORC Section 3314.08. The School shall supply an updated five-year financial plan and budget at least annually to the Sponsor for review. The School's five-year budget appears as **ATTACHMENT 1**.
13. **FINANCIAL RECORDS.** The School shall submit financial reports monthly in the form and format requested by the Sponsor and at a minimum shall include a statement of financial position, a statement of activities, and a cash flow statement. The School's financial records shall be maintained pursuant to any applicable rules that may be adopted by the Auditor of the State and are to be maintained in the same manner as are financial records of school districts. Audits shall be conducted in accordance with ORC Section 117.10. The School shall meet the requirements and follow the procedures for program and financial audits established from time to time by the Auditor of State and ODE.
14. **FISCAL OFFICER.** The School shall have a designated and appropriately bonded fiscal officer and shall maintain internal financial controls in accordance with ORC Section 3314.03. If the fiscal officer changes, the Governing Authority shall notify the Sponsor in writing. Prior to assuming the duties of fiscal officer, and, before entering upon duties as fiscal officer of the School, the fiscal officer shall execute a bond in an amount and with surety to be approved by the Governing Authority, payable to the state, conditioned for the faithful performance of all the official duties required of the fiscal officer, if so required by the Auditor of State. Any such bond shall be deposited with the Governing Authority, and a copy thereof, certified by the Governing Authority, shall be filed with the county fiscal officer. Prior to assuming the duties of fiscal officer, the fiscal officer designated under this section shall be licensed under ORC Section 3301.074. The fiscal officer shall be employed by or engaged under a contract with the Governing Authority, except as otherwise permitted by law and approved annually by both the Sponsor and the Governing Authority.
15. **DEBT.** The School may borrow money to pay any necessary and actual expenses of the School in anticipation of receipt of any portion of the payments to be received by the School pursuant to ORC Section 3314.08(C). The proceeds from the notes shall be

used only for the purposes for which the anticipated receipts may be lawfully expended by the School. The School shall notify the Sponsor of any borrowing greater than 15 percent of its projected annual budget.

16. **FISCAL YEAR.** The fiscal year for the School shall be July 1 to June 30.
17. **LAWFUL PURPOSE.** The Governing Authority may carry out any act and ensure the performance of any function that is in compliance with the Ohio Constitution, ORC Chapter 3314, other statutes applicable to community schools, and this Contract.
18. **LOCATION.** The School shall be located at the following address: 9711 Lamont Avenue, Cleveland, OH 44106. If the location has been or will be leased, the lease shall not be signed unless in accordance with the budget approved by the Sponsor. In accordance with ORC Section 3314.032, the School shall not lease any parcel of real property from an operator or management organization with which the Governing Authority has contracted for services until an independent professional in the real estate field verifies by addendum that at the time the lease was agreed to, the lease was commercially reasonable. If the location has been or will be purchased by the School, the contract of sale and related documents shall not be signed unless in accordance with the budget approved by the Sponsor. After leasing or purchase, a copy of the lease or conveyance documents, and all subsequent amendments, modifications, or renewals thereof shall immediately be provided to the Sponsor. Any facility used for or by the School shall meet all health and safety standards established by law for Ohio community school buildings. In the event that the School desires to change its location, the new location shall be subject to approval of the Sponsor, which approval shall not be unreasonably withheld and based on factors mutually agreed to between the Parties.

Pursuant to ORC Section 3314.03, the Sponsor shall have a detailed description of each facility used for instructional purposes; the annual costs associated with leasing each facility that are paid by or on behalf of the School; the annual mortgage principal and interest payments that are paid by the School; and the name of the lender or landlord, identified as such, and the lender or landlord's relationship to the operator, if any. This information is included as **ATTACHMENT 2**.

19. **STATE ASSUMPTION OF SPONSORSHIP.** The Governing Authority recognizes that ODE may take over the sponsorship of the School in accordance with the provisions of ORC Section 3314.015(C).
20. **SPONSOR INTERVENTION.** The Governing Authority recognizes the Sponsor's authority to assume the operation of the School under the conditions specified in ORC Section 3314.073(B), subject to the notice and due process provisions in ORC Chapter 3314. The School shall have a reasonable time under the circumstances to cure the condition(s) before any suspension, termination, or takeover of operations by the Sponsor.
21. **HEALTH, SAFETY, AND WELFARE.** The Governing Authority recognizes:

- a. The authority of public health and safety officials to inspect the facilities of the School and to order the facilities closed if those officials find that the facilities are not in compliance with health and safety laws and regulations;
 - b. The authority of the Sponsor to suspend the operation of the School under ORC Section 3314.072, subject to the notice and due process requirements of that Section, if the Sponsor has evidence of conditions or violations of law at the School that pose an imminent danger to the health and safety of the School's students and employees; and
 - c. The authority of ODE to suspend the operation of the School under ORC Section 3314.072 if the Sponsor fails to take such action.
- 22. LEARNING OPPORTUNITIES.** The School is authorized to provide learning opportunities in grades six through eight to a minimum of 25 students for a minimum of 920 hours per school year. A description of the learning opportunities that will be offered to students including both classroom-based and non-classroom-based learning opportunities that is in compliance with criteria for student participation established by ODE under ORC Section 3314.08(H)(2) is stated in this Contract in the Educational Plan described in Section B, subsection 30 of this Contract and attached as **ATTACHMENT 3**. If the School uses a blended learning model, as defined in ORC Section 3301.079, additional information about the model is also provided in **ATTACHMENT 5**.
- 23. NONSECTARIAN SCHOOL.** The School shall be nonsectarian in its programs, admission policies, employment practices, and all other operations, and shall not be operated by a sectarian school or religious institution.
- 24. STATE ACADEMIC INTERVENTION.** The School shall comply with ORC Section 3302.04, except that any action required to be taken by a school district pursuant to that Section shall be taken by the Sponsor.
- 25. START OF SCHOOL YEAR.** The School shall open for operation not later than the 30th day of September each school year, unless the mission of the School as specified under ORC Section 3314.03(A)(2) is solely to serve dropouts.
- 26. MANAGEMENT BY THIRD PARTIES.** The Governing Authority may contract with a third-party operator or management organization for management or operation of the School. The Governing Authority shall provide the Sponsor with a copy of any contract it enters into with an operator or management company ("management agreement") without delay upon execution. Acceptance of copies of the management agreement by the Sponsor shall not be deemed an approval or opinion regarding the legality of any such terms under Ohio law and is not binding upon the Sponsor. If the Governing Authority changes a material term of a management agreement, it shall provide the Sponsor with notice of the terms of any management agreement as modified

by the proposed changes promptly after their execution. In addition:

- a. The Governing Authority shall adhere to the ethics, fiscal, and other laws regarding its relationship with the operator or management company and shall not agree to any terms in the management agreement violating any ethical, fiscal, or other laws, rules, and regulations.
- b. The management agreement shall include criteria to be used for its early termination and notification procedures and timeline for its early termination or nonrenewal.
- c. The Governing Authority shall annually evaluate the operator's or management company's performance. The Governing Authority shall consider, but need not limit its consideration to, the operator's or management company's performance with the School's academics and fiscal operations, if such services are provided under the management agreement. The Governing Authority shall provide the Sponsor with the evaluation.
- d. The management agreement shall stipulate, and operator or management company shall keep accurate records of, which entity owns all School facilities and property including, but not limited to, equipment, furniture, fixtures, instructional materials and supplies, computers, printers, and other digital devices purchased by the Governing Authority or the operator or management company. The management agreement shall comply with ORC Section 3314.0210.
- e. If the operator or management company provides services of any kind to the School in excess of 20 percent of the School's gross annual revenues, including a la carte services as well as any operational fees, then the operator or management company shall provide a detailed accounting of the nature and costs of the services it provides to the School, pursuant to Audit Bulletin 2004-009. This information shall be summarized in the footnotes of the financial statements of the School and shall be subject to audit during the course of the regular financial audit of the School. This information shall also be sufficient to permit the School's fiscal officer to comply with duties as described in Section B, subsection 14 of this Contract, with respect to transactions undertaken by the operator or management company on behalf of the School.
- f. The management agreement shall provide that all moneys loaned to the School by the operator or management company, including facility loans or cash flow assistance, shall be accounted for, documented, and bear interest at a fair market rate.
- g. The management agreement shall provide that if this Contract is terminated for cause based on academic or fiscal performance, the School shall be able to terminate the management agreement.

- h. If the School takes action in good faith under this subsection and later finds it is non-compliant, such action shall not constitute a breach of this Contract.
- i. In the case there exists any business or familial relationship between the Governing Authority or any of its officers or employees and an operator or management company contracted by the School or any of that operator or management company's officers or employees, other than the management agreement itself, the School shall obtain from the operator or management company an agreement indemnifying the School for financial losses to the School due to conflict of interest, up to the amount of the moneys received by the operator or management company.

27. COMPREHENSIVE SCHOOL PLAN. In accordance with ORC Section 3314.03(B), the Governing Authority shall have on file with the Sponsor a comprehensive plan (the "Comprehensive Plan") that contains the following: (1) the process by which the Governing Authority is to be selected (NOTE: the Governing Authority may refer to the relevant provision(s) of its Code of Regulations); (2) the management and administration of the School; (3) the instructional program and educational philosophy of the School; and (4) the School's internal financial controls. If the School is a new community school converting from an existing district public school or educational service center under ORC Section 3314.02, its Comprehensive Plan shall include alternative arrangements for current district public school students who choose not to attend the converted school and for teachers who choose not to teach in the School or building after conversion. When submitting its Comprehensive Plan, the Governing Authority shall also submit copies of all policies and procedures it has adopted regarding internal financial controls. The Governing Authority is required to adhere to and comply with the Comprehensive Plan and any of its policies and procedures regarding internal financial controls and shall ensure that any contractor engaged to perform any related services understands and complies with these requirements. The School shall submit its Comprehensive Plan annually to the Sponsor or verify that the Sponsor has the current Comprehensive Plan on file.

28. GOVERNANCE. No person shall serve on the Governing Authority or operate the School under contract with the Governing Authority so long as (1) the person owes the State any money or is in a dispute over whether the person owes the State any money concerning the operation of a community school that has closed; or (2) the person would otherwise be subject to ORC Section 3319.31(B), with respect to refusal, limitation, or revocation of a license to teach, if the person were a licensed educator; or (3) the person has pleaded guilty to or has been convicted of theft in office under ORC Section 2921.41, or has pleaded guilty to or has been convicted of a substantially similar offense in another state.

The Governing Authority, which shall be responsible for carrying out the provisions of the contract, shall consist of no fewer than five members, and no person shall serve on the governing authorities of more than five start-up community schools at the same time, unless otherwise permitted by law.

Each Governing Authority member shall annually file a disclosure statement in accordance with ORC Section 3314.02.

In accordance with ORC Section 3214.027, each Governing Authority member shall complete training in public records and open meetings at least once per school year.

If the Governing Authority contracts with an attorney, accountant, or entity specializing in audits, the attorney, accountant, or entity shall be independent from any operator or management company with which the School has contracted.

The Governing Authority shall provide, upon request, the name and address of each of its members to the Sponsor and to ODE. The Governing Authority shall make available at a publicly accessible area in its office and on the School's website the following information:

- a. A list of the current names of the Governing Authority's members and officers;
- b. Contact information for the Governing Authority (email address for school business and contact phone number for the Governing Authority); and
- c. The schedule and location of Governing Authority board meetings for the school year.

29. CHANGES IN GOVERNING AUTHORITY MEMBERS. The Governing Authority shall notify the Sponsor in writing within 30 days of any changes in members of the Governing Authority, including notice of new members' names, qualifications, biographical information, addresses, and phone numbers. If necessary in order for the School's employees to participate in the state retirement systems, then at the School's request the Sponsor shall provide for pre-approval of Governing Authority members in writing, and such pre-approval shall not be unreasonably withheld. No denial of such pre-approval shall be on the basis on age, gender, race, disability, national origin, sexual orientation, or political affiliation. A representative of the Sponsor and a representative of the School shall confer on a possible of a denial of pre-approval before final determination by the Sponsor.

30. EDUCATIONAL PLAN. The educational program of the School, including the School's mission, the characteristics of the students the School is expected to attract, the ages and grades of those students, and the focus of the curriculum are attached as **ATTACHMENT 3** and incorporated by this reference. The School is not planning to seek designation as a STEM school equivalent under ORC Section 3326.032.

In accordance with ORC Section 3314.03(A)(11)(j), if the School operates a preschool program that is licensed by ODE under ORC Sections 3301.51 through 3301.59, the School shall comply with those Sections and with the minimum standards for preschool programs prescribed by rules adopted by the State Board under ORC

Section 3301.53.

The mission, ages and grades of students, the focus, and the characteristics of students the School is expected to attract shall not be materially changed, nor shall the School seek designation as a STEM school equivalent under ORC Section 3326.032, without prior written notice to Sponsor and a 30-day opportunity for the Sponsor to comment or object. All other categories may be modified without prior notice to the Sponsor in the ordinary course of business.

31. **ACCOUNTABILITY PLAN. ATTACHMENT 4** sets forth the performance standards by which the Sponsor will evaluate the School, including academic goals to be achieved and the method for determining progress, which includes the statewide achievement assessments. The accountability plan includes the intervention policy that describes the general conditions that may trigger intervention by the Sponsor and the types of intervention.
32. **TIMELY ADMINISTRATION OF ASSESSMENTS.** The School shall timely administer the assessments that shall include statewide achievement tests and other assessments required by law. The Governing Authority shall comply with any changes in state assessment tools.
33. **PAYMENT.** Pursuant to the ORC Section 3314.03, the Governing Authority and School shall pay to the Sponsor the amount of one and a half percent of the total amount of payments for operating expenses that the School receives from the State for grades Kindergarten and above, in consideration for the monitoring and oversight of the Sponsor pursuant to this Contract. Such payments shall be made on or before the 15th of the following months for the previous three months: January, April, July, and October.
34. **ADMISSIONS.** The School shall have its current admissions policy and procedures on file with the Sponsor. The School shall submit its admissions policy and procedures annually to the Sponsor or verify that the Sponsor has the current policy and procedures on file. The admission policy and procedures shall be followed and may not be changed without the written consent of the Sponsor, which consent shall not be unreasonably withheld.

The admission policy and procedures shall comply with ORC Section 3314.06 and, if applicable, Section 3314.061. In accordance with ORC Section 3303.03(A)(19), the admission policy and procedures shall do one of the following: (1) Prohibit the enrollment of students who reside outside the boundaries of the Sponsor; (2) Permit the enrollment of students who reside in school districts adjacent to the Sponsor; or (3) permit the enrollment of students who reside in any other school district in the state.

At a minimum, the policy and procedures at all times shall specify that the School will not discriminate in its admission of students to the School on the basis of sex, race, religion, color, national origin, handicap, intellectual ability, athletic ability or

measurement of achievement aptitude. Pursuant to ORC Section 3314.06, the School may limit admission to students who have obtained a certain grade level or are within a certain age group, or who meet a definition of at-risk agreed upon by the Parties.

The policy and procedures shall provide a preference in admission to returning students and siblings of returning students. The policy and procedures shall also permit, at a minimum, the enrollment of students who reside within the boundaries of the Sponsor. If the policy and procedures allow for the enrollment at the School of students from outside the boundaries of the Sponsor, they shall give priority to students residing within the boundaries of the Sponsor, subject to exceptions provided for by Ohio and federal law.

In accordance with, and subject to the Governing Authority's adoption of any of the preferences allowed by, ORC Section 3314.06, if the number of applicants exceeds the capacity of the School's program, classes, or facilities, then, subject to the exceptions required or permitted by that Section, students shall be selected for admission on the basis of a random lottery.

The School shall be open and accessible to all students regardless of race, color, national origin, creed, gender, athletic performance, special need, sexual orientation, proficiency in English, physical or mental disability, or academic achievement. Upon admission of any handicapped student, the School shall comply with all federal and state laws regarding the education of handicapped students, per ORC Section 3314.06.

35. **RACIAL AND ETHNIC BALANCE.** The Governing Authority shall annually assess and compare the School's racial and ethnic student demographic data with the community it serves and determine whether there is an acceptable balance between the two. If there is not an acceptable balance, the Governing Authority shall prepare a plan of action to make all reasonable efforts to bring both into balance.
36. **ENROLLMENT AND ATTENDANCE.** The Governing Authority shall adopt an enrollment and attendance policy that complies with ORC Sections 3314.03 and 3314.11, including by:
 - a. Setting forth the School's student dismissal procedures (*i.e.*, suspension, expulsion, or emergency removal);
 - b. Providing for the verification of residence and address for students enrolling in or attending the School;
 - c. Requiring a student's parent or guardian to notify the School when there is a change in the parent's or the student's primary residence;
 - d. Automatically withdrawing a student from the School if the student, without a legitimate excuse, fails to participate in 72 consecutive hours of the learning

opportunities afforded to the student, or as otherwise required by law.

The enrollment and attendance policy shall be available for public inspection in accordance with ORC Section 3314.03(A)(27).

- 37. EMPLOYEES.** Although the Governing Authority may employ or contract for teachers and non-teaching employees necessary to carry out its mission and fulfill this contract, no employment contract shall extend beyond term of this Contract. In addition:
- a. The School shall make arrangements for providing health and other benefits to its employees.
 - b. The School shall hire only teachers who are licensed in accordance with ORC Sections 3319.22 through 3319.31, except for (1) non-certificated persons engaged to teach up to 12 hours per week pursuant to ORC Section 3319.301, and (2) if the School is a Montessori school as described in ORC Section 3319.261, holders of an alternative resident educator license pursuant to that Section.
 - c. Charter School Neutrality Statement. The Sponsor understands and confirms its commitment to meet its obligation under ORC Chapters 3314 and 4117 with respect to community schools and the rights of employees in those schools to seek to join together for purposes of collective bargaining. In addition, the Sponsor recognizes the right of the Cleveland Teachers Union (CTU) as a labor organization to seek to organize and represent, for purposes of collective bargaining, teachers and paraprofessionals employed by community schools located within the boundaries of the Cleveland Municipal School District. The Sponsor agrees that it shall not place, nor attempt to place, restrictions of the employees or sponsors or governing authorities of any community school with respect to whether the employees of such community school should join or not join CTU or any labor organization.
 - d. If the School is a recipient of moneys from a grant awarded under the federal Race to the Top program, Division (A), Title XIV, Section 14005 and 14006 of the “America Recovery and Reinvestment Act of 2009,” Pub. L. No 111-5, 123 Stat. 115, the School shall pay teachers based upon performance in accordance with ORC Section 3317.141 and shall comply with ORC Section 3319.111 as if it were a school district.
- 38. INSURANCE.** General liability, errors and omissions, directors and officers, and other customary insurance coverage (a school policy) at all times shall be maintained by the Governing Authority for the School, for itself and its employees, in amounts not less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate. The insurance coverage shall be not only for the School and the Governing Authority and its employees but also for the Sponsor and its Board, officers, and employees as additional insureds in their role as Sponsor. NOTE: Being named as Certificate Holder does not constitute being an additional insured, and coverage as additional insureds is required

unless not commercially and reasonable available. The Governing Authority shall provide evidence of such coverage and shall ensure that the insurer shall notify the Sponsor in writing at least 30 days in advance of any material adverse change to, or cancellation of, such coverage.

39. **HIRING OF SPONSOR EMPLOYEE ON LEAVE.** If the Sponsor provides a leave of absence to a person who is thereafter employed by the School, the Governing Authority and the School shall defend, indemnify and hold harmless the Sponsor and its Board members, Superintendents, employees, and agents from liability arising out of any action or omission of that person while that person is on such leave or employed by the Governing Authority. Nothing in this subsection, however, obligates this Sponsor to provide such a leave of absence.
40. **CONTRACT REVIEW.** The Governing Authority or representatives authorized by it shall meet with the Sponsor at least once yearly before the end of the School's fiscal year to review the terms and provisions of this Contract, at a time and place acceptable to both Parties.
41. **BACKGROUND CHECKS.** All background checks (Federal Bureau of Investigation or Ohio Bureau of Criminal Identification and Investigation) of teachers, staff members, or the Governing Authority members shall be conducted by a contractor in compliance with ORC Section 3319.31.
42. **INSTRUCTION AND TRAINING FOR CARDIAC EMERGENCY.** The School shall comply with the requirements of ORC Sections 3313.6021 and 3313.6023, unless it is:
 - a. An internet- or computer-based community school; or
 - b. A community school in which a majority of the enrolled students are children with disabilities as described in ORC Section 3314.35(A)(4)(b).

C. SEPARATE AGREEMENTS, HOLD HARMLESS, FACILITY USE.

1. **SERVICE AGREEMENTS.** To the extent permitted by law, the Sponsor and the Governing Authority may enter into one or more separate agreement(s) under which the Sponsor will provide services to the School. Services provided under such an agreement, and the amount and manner in which the Governing Authority will pay for such services, shall be mutually agreed in a separate writing between the Governing Authority and the Sponsor. No such agreement shall extend beyond the termination date of this Contract.
2. **HOLD HARMLESS.** Other than as required by law, the Sponsor shall have no obligations to the School, or to the parents of children enrolled at the School, by way of this Contract, and the Governing Authority hereby indemnifies, defends, and holds the

Sponsor harmless from claims, demands, causes of action, threatened actions, losses, damages, or costs arising from any of the following:

- a. A failure of the Governing Authority or any of its officers, directors, employees, agents, or contractors to perform any duty, responsibility, or obligation imposed by law or this Contract;
 - b. An action or omission by the Governing Authority or any of its officers, directors, employees, or contractors that results in injury, death, or loss to person or property, breach of contract, or violation of statutory law or common law (state and federal), or liabilities;
 - c. Any sum that the Sponsor may pay or become obligated to pay on account of: (1) any inaccuracy or breach of any representation under this Contract by the Governing Authority; or (2) liabilities to lenders, vendors, the State, receivers, parents, students, the Governing Authority, or to parties on account of the Governing Authority; and
 - d. As to the indemnification and hold harmless clause, but not the duty to defend, any liabilities incurred by the Sponsor or any of its officers, directors, employees, agents or contractors as a result of an action or legal proceeding at law or equity brought against the Sponsor by the Governing Authority if the legal proceeding or action is found to be without merit, or is dismissed with prejudice, the right to appeal such judgment or order has been exhausted or has expired.
- 3. FACILITY USE.** If the school is located in any facility of the Sponsor, the Parties agree to negotiate by separate agreement their rights and responsibilities regarding the use of that facility.

D. SPONSORSHIP DUTIES.

- 1. ANNUAL ASSURANCES.** In accordance with ORC Section 3314.19, the Sponsor annually shall provide the following assurances in writing to ODE not later than 10 business days prior to the opening of the School:
 - a. That the Sponsor has filed a current copy of this Contract, and shall file any subsequent modifications to the Contract, with ODE;
 - b. That the School has submitted to the Sponsor a plan for providing special education and related services to students with disabilities and has demonstrated the capacity to provide those services in accordance with ORC Chapter 3323 and federal law;
 - c. That the School has a plan and procedures for administering the achievement and diagnostic assessments prescribed by ORC Sections 3301.0710, 3301.0712, and

3301.0715;

- d. That the School's personnel have the necessary training, knowledge, and resources to properly use and submit information to all databases maintained by ODE for the collection of education data, including the statewide education management information system established under ORC Section 3301.0714 in accordance with methods and timelines established under ORC Section 3314.17;
- e. That all required information about the School has been submitted to the Ohio education directory system or any successor system;
- f. That the School shall enroll at least the minimum number of students required by ORC Section 3314.03(A)(11)(a) in the school year for which the assurances are provided;
- g. That all classroom teachers are licensed in accordance with ORC Sections 3319.22 through 3319.31, except for (1) non-certificated persons engaged to teach up to 12 hours per week pursuant to ORC Section 3319.301, and (2) if the School is a Montessori school as described in ORC Section 3319.261, holders of an alternative resident educator license pursuant to that Section;
- h. That the School's fiscal officer is in compliance with ORC Section 3314.011;
- i. That the School has complied with ORC Sections 3319.39 and 3319.391 with respect to all employees and that the School has conducted a criminal records check of each of its Governing Authority members;
- j. That the School holds all of the following:
 - i. Proof of property ownership or a lease for the facilities used by the School;
 - ii. A certificate of occupancy;
 - iii. Liability insurance for the School, as required by ORC Section 3314.03(A)(11)(b), that the Sponsor considers sufficient to indemnify the School's facilities, staff, and Governing Authority against risk;
 - iv. A satisfactory health and safety inspection;
 - v. A satisfactory fire inspection; and
 - vi. A valid food permit, if applicable;
- k. That the Sponsor has conducted a pre-opening site visit to the School for the school year for which the assurances are provided;
- l. That the School has designated a date it will open for the school year for which the

assurances are provided that is in compliance with ORC Section 3314.03(A)(25);

- m. That the School has met all of the Sponsor's requirements for opening and any other requirements of the Sponsor; and
- n. That if the School operates using the blended learning model, as defined in ORC Section 3301.079, the Sponsor has reviewed the information provided in **ATTACHMENT 5**.

2. OTHER SPONSOR DUTIES. The Sponsor shall also perform the following:

- a. Monitor the School's compliance with all laws applicable to the School and with the terms of this Contract;
- b. Monitor and evaluate the academic and fiscal performance and the organization and operation of the School on at least an annual basis;
- c. Report on an annual basis to ODE and to the parents of students enrolled in the School the results of the evaluation conducted regarding the academic and fiscal performance and the organization and operation of the School;
- d. Provide technical assistance to the School in complying with laws applicable to the School and terms of the Contract and other technical assistance programs specifically designed to meet the needs of the School;
- e. As it may determine necessary in accordance with this Contract, take steps to intervene in the School's operation to correct problems in the School's overall performance, declare the School to be on probationary status pursuant to ORC Section 3314.073, suspend the operation of the School pursuant to ORC Section 3314.072, or terminate this Contract pursuant to ORC Section 3314.07;
- f. Have in place a plan of action to be undertaken in the event the School experiences financial difficulties or closes prior to the end of a school year;
- g. Have a representative of the Sponsor review the enrollment and financial records of the School monthly, or after every regularly scheduled Governing Authority meeting if not monthly;
- h. Make best efforts to notify the School upon receipt of communications with third parties concerning complaints about the School or the Governing Authority;
- i. Communicate with the Auditor of State regarding an audit of the school or condition of financial and enrollment records of the School and maintain a presence at any and all School meetings with the Auditor of State; and
- j. Update this Contract when appropriate to ensure consistency with changes in law.

E. COMBINING AND NOTING DATA ON STATE REPORT CARD

Pursuant to ORC Section 3302.03(I)(3), the Sponsor intends to exercise elections to (1) have data regarding the academic performance of students enrolled in the School combined with comparable data from schools operated by the Sponsor for the purpose of calculating the performance of the Sponsor as a whole on its state report card for each school year during the term of this Contract; and (2) have the number of students attending the School noted separately on the Sponsor's state report card for each school year during the term of this Contract. Pursuant to that Section, the Governing Authority approves both of these elections concerning combining and noting data on the Sponsor's state report card for each school year during the term of his Contract.

At all times, the School shall be entitled to its own separate state report card under state law, and nothing in this Section E shall operate to prevent the School from such right.

F. OTHER PROVISIONS.

- 1. SCHOOL CLOSURE.** In the event that this Contract is not renewed or is terminated, or the School otherwise permanently closes and ceases its operation as a community school:
 - a. In accordance with ORC Section 3314.074, the assets of the School shall be distributed first to the retirement funds of employees of the School, next to employees of the School and then private creditors who are owed compensation, and then any remaining funds shall be paid to ODE for redistribution to the school districts in which the students who were enrolled in the School at the time it ceased operation were entitled to attend school under ORC Sections 3313.64 or 3313.65.
 - b. Employees of the School shall be kept informed of the closure process and timeline, including the implications for the availability of benefits to employees and former employees. If there is a collective bargaining agreement that applies, the layoff or other provisions of the collective bargaining agreement shall be followed. In the absence of a collective bargaining agreement, the School may elect to treat employees as laid-off or treat their positions as abolished. Expiring employee contracts may be non-renewed or terminated. Employment records shall be secured and made available to the Sponsor upon request.
- 2. TUITION.** In accordance with ORC Section 3314.08(F), the School may only charge tuition for out-of-state students.
- 3. SPECIAL EDUCATION.** The School shall abide by all legal requirements under the federal Individuals with Disabilities in Education Act, 20 U.S.C. 1400 et seq., as amended from time to time, and all federal and state implementing law, rules and regulations, as amended from time to time.

4. **DISPUTE RESOLUTION.** Provisions establishing procedures for resolving disputes or differences of opinion between the CMSD and the Governing Authority of the School are as follows:

All disputes arising out of or in connection with this Contract shall first be addressed at a meeting between a designated representative of the Sponsor and a designated representative of the Governing Authority. If those parties cannot resolve the dispute, the matter shall be submitted to the Cleveland Bar Association, with each party choosing three mediators. If there is an overlap among the respective choices, then that person shall serve as the one mediator, but if there is no overlap among the choices, then each party shall identify its first choice and the two chosen shall select a third. The parties shall make every attempt to fully and finally resolve such disputes through mediation and shall equally split all fees or costs of any third-party mediator.

5. **RENEWAL/NON-RENEWAL.**

- a. The Governing Authority shall undergo a high-stakes review prior to contract renewal or at least every five years. The renewal process shall be conducted in accordance with the Sponsor's renewal, nonrenewal, and termination policy and renewal application process, which shall be available on its website ("Renewal, Nonrenewal, and Termination Policy"). Renewal shall be subject to the Sponsor's reasonable determination that the Governing Authority has complied with applicable law and terms of this Contract and that the School's progress in meeting the academic, organizational, and financial goals prescribed over the term of this Contract have been satisfactory.
- b. The Sponsor may choose to non-renew this Contract at its expiration for any of the following reasons:
 - i. Failure to meet student performance requirements;
 - ii. Failure to meet generally accepted standards of fiscal management;
 - iii. Material violation of any provision of this Contract or applicable state or federal law; and
 - iv. Other good cause, so long as in accordance with the criteria set out in the Renewal, Nonrenewal, and Termination Policy..

No later than the 15th day of January in the year in which the Sponsor intends to non-renew the School's contract, the Sponsor shall notify the School of the proposed action in writing. The notice shall include the reasons for the proposed action in detail, the effective date of the termination or nonrenewal, and a statement that the School may, within 14 calendar days of receiving the notice, request in writing an informal hearing before the Sponsor. A decision by the Sponsor to terminate this Contract may be appealed only to the State Board. The decision of the State Board shall be final.

- c. If the School does not intend to renew this Contract, the School shall notify the Sponsor in writing of its intent to not renew at least 180 days prior to Contract's expiration, or otherwise in compliance with state law. The School may also terminate this Contract upon at least 180 days prior written notice to the Sponsor to be effective on any June 30 of any other year; provided, however, that this annual right of the School to terminate the Contract shall only be effective if or after the current Chief Executive Officer of the Sponsor is no longer serving the Sponsor in that capacity.

6. TERMINATION.

- a. The Sponsor may choose to terminate this Contract prior to its expiration for any of the following reasons:
 - i. Extreme underperformance;
 - ii. An egregious violation of law;
 - iii. Violation of the public trust that imperils students' health and well-being or public funds; or
 - iv. Other good cause, so long as in accordance with the Renewal, Nonrenewal, and Termination Policy, including the Sponsor's suspension of the School's operation under ORC Section 3314.072.
- b. Unless the Sponsor has suspended operations of the School in accordance with ORC Section 3314.072 and its procedural requirements, a termination shall be effective only at the conclusion of the instructional year.
- c. The Sponsor shall notify the Governing Authority of the termination in writing. The notice shall include the reasons for the proposed action in detail, the effective date of the termination or nonrenewal, and a statement that the School may, within 14 calendar days of receiving the notice, request in writing an informal hearing before the Sponsor. A decision by the Sponsor to terminate this Contract may be appealed only to the State Board. The decision of the State Board shall be final.

7. ASSIGNMENTS AND MODIFICATIONS. This Contract and its terms shall not be assigned or delegated without the written approval of the other party. No modifications to this Contract shall be valid and binding unless signed by both the Sponsor and the Governing Authority and attached to this Contract.

8. FILING WITH ODE. This Contract shall be filed with ODE.

9. NOTICE. Any notice to one Party by the other shall be satisfied upon receipt, and delivered by personal delivery to the person being addressed or by certified mail, return receipt requested to the following persons and addresses:

SPONSOR:
Matthew Rado
Director of Charter Schools
1111 Superior Ave. E., Suite 1800
Cleveland Municipal School District
Cleveland, OH 44114

GOVERNING AUTHORITY:
Chair, Board of Directors
Citizens Leadership Academy
9711 Lamont Ave.
Cleveland, OH 44106

With a copy to:
Chief Operating Officer
Breakthrough Charter Schools
Cleveland, OH 44114

10. **SEVERABILITY.** Should any term, clause or provision of this contract be deemed invalid or unenforceable by a court of competent jurisdiction, all remaining terms, clauses and provisions shall remain valid and enforceable and in full force and effect, and the invalid or unenforceable provision shall be stricken and replaced with a provision as near as possible to the Parties' original intent.
11. **INTEGRATION CLAUSE.** This Contract, including all attachments or amendments, constitutes the entire agreement of the Parties with respect to its subject matter, superseding all prior understandings, agreements or communications, whether oral or written.
12. **SIGNATURE IN COUNTERPART.** Multiple signature pages shall be construed as one and facsimile signatures shall be construed as originals. Each Party shall attach a resolution of its board of directors approving this Contract.

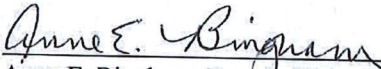
[Signatures on the following page]

In Witness Whereof, the Parties have freely and voluntarily set their hands:

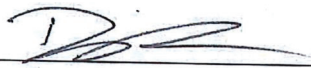
Cleveland Municipal School District


Eric S. Gordon, Chief Executive Officer

3/25/19
Date

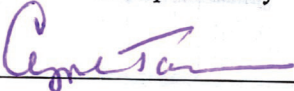

Anne E. Bingham, Board of Education Chair

Date


Derek M. Richey, Chief Financial Officer

3/28/19
Date

Citizens Leadership Academy

By: 

4/15/19
Date

Its: Board Chair

By checking here, the Governing Authority attests that this Modification has been reviewed by an attorney who is independent from the Sponsor and the operator or management company engaged by the Governing Authority, if any, in accordance with ORC Section 3314.036.

Attachment 1

FY19 - October 2018 submission
 IRN No.: 012029
 Type of School: Brick and Mortar
 Contract Term: June 30, 2019

School Name:

Citizens Leadership Academy

Statement of Receipt, Disbursements, and Changes in Fund Cash Balances
 For the Fiscal Years Ended 2016 through 2018, Actual and
 the Fiscal Years Ending 2019 through 2023, Forecasted

Board Approved - 10.16.18
 County: Cuyahoga

	Actual				Forecasted			
	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023
Operating Receipts								
State Foundation Payments (3110, 3211)	\$ 2,059,031	\$ 2,219,908	\$ 2,152,645	\$ 2,039,069	\$ 2,030,608	\$ 2,030,608	\$ 2,030,608	\$ 2,030,608
Charges for Services (1500)	-	-	-	-	-	-	-	-
Fees (1600, 1700)	8,828	10,009	11,682	8,592	9,000	10,000	11,000	12,000
Other (1830, 1840, 1850, 1860, 1870, 1890, 3190)	222,901	221,381	507,422	219,625	219,625	219,625	219,625	219,625
Total Operating Receipts	\$ 2,290,760	\$ 2,451,298	\$ 2,671,749	\$ 2,267,286	\$ 2,259,233	\$ 2,260,233	\$ 2,261,233	\$ 2,262,233
Operating Disbursements								
100 Salaries and Wages	\$ 1,548,326	\$ 1,681,122	\$ 1,637,082	\$ 1,625,033	\$ 1,674,814	\$ 1,725,058	\$ 1,776,810	\$ 1,830,114
200 Employee Retirement and Insurance Benefits	373,530	411,685	412,463	409,679	438,357	469,041	501,874	537,006
400 Purchased Services	1,078,888	1,335,520	1,177,727	1,188,810	1,224,474	1,261,209	1,299,045	1,338,016
500 Supplies and Materials	90,765	106,871	85,858	98,308	101,257	104,295	107,424	110,647
600 Capital Outlay - New	63,633	25,017	37,982	31,398	32,340	33,310	34,309	35,339
700 Capital Outlay - Replacement	-	-	-	-	-	1	2	3
800 Other	18,507	48,335	31,179	28,091	28,934	29,802	30,696	31,617
819 Other Debt	-	-	-	-	-	-	-	-
Total Operating Disbursements	\$ 3,173,649	\$ 3,608,550	\$ 3,382,289	\$ 3,382,319	\$ 3,500,176	\$ 3,622,716	\$ 3,750,160	\$ 3,882,741
Excess of Operating Receipts Over (Under)								
Operating Disbursements	\$ (882,889)	\$ (1,157,232)	\$ (710,540)	\$ (1,115,033)	\$ (1,240,943)	\$ (1,362,483)	\$ (1,488,927)	\$ (1,620,508)
Nonoperating Receipts/(Disbursements)								
Federal Grants (all 4000 except fund 532)	\$ 583,333	\$ 655,529	\$ 646,958	\$ 417,205	\$ 417,205	\$ 417,205	\$ 417,205	\$ 417,205
State Grants (3200, except 3211)	5,011	8,870	1,800	-	-	-	-	-
Restricted Grants (3219, Community School Facilities Grant)	-	-	-	-	-	-	-	-
Donations (1820)	502,155	207,952	297,155	673,309	823,738	945,278	1,071,722	1,203,303
Interest Income (1400)	-	-	-	-	-	-	-	-
Debt Proceeds (1900)	-	-	-	-	-	-	-	-
Debt Principal Retirement	-	-	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-	-	-
Transfers - In	-	-	-	-	-	-	-	-
Transfers - Out	-	-	-	-	-	-	-	-
Total Nonoperating Revenues/(Expenses)	\$ 1,090,499	\$ 872,351	\$ 945,912	\$ 1,090,514	\$ 1,240,943	\$ 1,362,483	\$ 1,488,927	\$ 1,620,508
Excess of Operating and Nonoperating Receipts Over/(Under) Operating and Nonoperating Disbursements	\$ 207,610	\$ (284,861)	\$ 235,372	\$ (24,519)	\$ 0	\$ (0)	\$ (0)	\$ 0
Fund Cash Balance Beginning of Fiscal Year	\$ 194,624	\$ 402,234	\$ 117,353	\$ 352,725	\$ 328,206	\$ 328,207	\$ 328,206	\$ 328,206
Fund Cash Balance End of Fiscal Year	\$ 402,234	\$ 117,353	\$ 352,725	\$ 328,206	\$ 328,207	\$ 328,206	\$ 328,206	\$ 328,206

School Name: Citizens Leadership Academy
 Statement of Receipt, Disbursements, and Changes in Fund Cash Balances
 For the Fiscal Years Ended 2016 through 2018, Actual and
 the Fiscal Years Ending 2019 through 2023, Forecasted

Assumptions

	Actual					Forecasted				
	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023		
Staffing/Enrollment										
Total Student FTE	258	271	261	241	240	240	240	240		
Instructional Staff	23	24.00	24.00	23.00	23.00	23.00	23.00	23.00		
Administrative Staff	3	4.00	5.00	5.00	5.00	5.00	5.00	5.00		
Other Staff	6.5	5.50	5.60	5.00	5.00	5.00	5.00	5.00		

Purchased Services

Rent	\$ 374,244.00	\$ 374,244.00	\$ 374,244.00	\$ 374,244.00	\$ 374,244.00	\$ 374,244.00	\$ 374,244.00	\$ 374,244.00
Utilities	52,914.00	61,121.00	43,586.33	47,944.96	52,739.46	58,013.41	63,814.75	70,196.22
Other Facility Costs	159,553.00	152,992.00	7,291.22	7,509.96	7,735.26	7,967.31	8,206.33	8,452.52
Management Fee	205,903.00	226,906.00	417,280.00	385,600.00	384,000.00	384,000.00	384,000.00	384,000.00
Sponsor Fee	-	38,873.00	29,357.46	27,212.11	25,223.53	23,380.27	21,671.71	20,088.01
Contingency	96,160.00	272,513.00	15,671.17	20,289.60	68,574.60	114,285.51	159,106.44	203,108.51
Transportation	24,856.00	51,140.00	39,359.12	35,423.21	31,880.89	28,692.80	25,823.52	23,241.17
Legal	8,318.00	1,400.00	2,377.50	2,500.00	6,000.00	2,500.00	2,500.00	2,500.00
Marketing	6,085.00	11,274.00	9,799.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
Consulting	5,346.00	4,700.00	4,808.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00
Salaries and Wages	-	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-	-
Special Education Services	294,853.00	312,048.00	59,634.76	62,616.50	65,747.32	69,034.69	72,486.42	76,110.74
Technology Services	111,456.00	117,072.00	113,478.75	107,804.81	102,414.57	97,293.84	92,429.15	87,807.69
Food Services	126,641.00	127,115.00	116,599.70	107,664.86	99,414.68	91,796.69	84,762.46	78,267.26
Other	-	-	-	-	-	-	-	-
Total	\$ 1,060,020.00	\$ 1,322,278.00	\$ 1,060,373.50	\$ 1,188,810.00	\$ 1,224,474.30	\$ 1,261,208.52	\$ 1,299,044.79	\$ 1,338,016.13
			(117,353.00)					

Insurance (USAS code of 851 - incl in Other)
 Audit Fees (USAS code of 843 - incl in Other)

Insurance (USAS code of 851 - incl in Other)	9,610.00	3,185.00	-	-	-	-	-	-
Audit Fees (USAS code of 843 - incl in Other)	9,258.00	10,057.00	12,015.50	12,015.50	12,015.50	12,015.50	12,015.50	12,015.50

Financial Metrics

Debt Service Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service Coverage	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Growth in Enrollment	0.00%	5.04%	-3.76%	-7.59%	-0.41%	0.00%	0.00%	0.00%
Growth in New Capital Outlay	0.00%	-60.69%	51.82%	-17.33%	3.00%	3.00%	3.00%	3.00%
Growth in Operating Receipts	0.00%	7.01%	8.99%	-15.14%	-0.36%	0.04%	0.04%	0.04%
Growth in Non-Operating Receipts/Expenses	0.00%	-20.00%	8.43%	15.29%	13.79%	9.79%	9.28%	8.84%
Days of Cash	0.06	0.11	0.03	0.10	0.09	0.09	0.09	0.08

School Name: Citizens Leadership Academy

Statement of Receipt, Disbursements, and Changes in Fund Cash Balances
 For the Fiscal Years Ended 2016 through 2018, Actual and
 the Fiscal Years Ending 2019 through 2023, Forecasted

Assumptions Narrative Summary

Fiscal Year 2019-2023 Projected Debt						
Description	Beginning Year Balance	Principle Retirement	Interest Expense	Ending Year Balance	Debitor/ Creditor	
FTE Review	\$ -	\$ -	\$ -	\$ -		
Loan A	\$ -	\$ -	\$ -	\$ -		
Loan B	\$ -	\$ -	\$ -	\$ -		
Line of Credit	\$ -	\$ -	\$ -	\$ -		
Notes, Bonds	\$ -	\$ -	\$ -	\$ -		
Capital Leases	\$ -	\$ -	\$ -	\$ -		
Payables (Past Due 180+ days)	\$ -	\$ -	\$ -	\$ -		
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The School utilizes Breakthrough Schools as a management company. The contracted fee is \$1,600 / FTE.
 The School Sponsor is Cleveland Metropolitan School District. The contracted base fee is 1.5% of State Foundation revenues.
 The School has no debt
 Treasurer: Doug Mangen

Enrollment

	Inc / Dec	Justification
FY19 Enrollment -20		Based on current enrollment.
FY20 Enrollment -1		Anticipated Student FTE Enrollment
FY21 Enrollment 0		Anticipated Student FTE Enrollment
FY22 Enrollment 0		Anticipated Student FTE Enrollment
FY23 Enrollment 0		Anticipated Student FTE Enrollment

Receipts

FY19-FY23 State Foundation Payment / FTE	\$8,461	Based on Sep 2018 State Foundation Report
FY19 Other Revenue	\$219,625	Other Revenue includes CMSD Levy, Casino Allocation and miscellaneous receipts.
FY19 Donations (1820)	\$673,309	Donations guaranteed through Network Collaboration Agreement with Friends of Breakthrough

Expenditure/Expenses

Salaries & Wages	3%	Staff salaries increase 3% to salaries.
FY19 Rent	\$374,244	Rent based on current Lease Agreement
FY19 Utilities	\$47,945	Utilities based on anticipated utility energy costs.
FY19 Other Facility Costs	\$7,510	Other Facilities Costs estimated on miscellaneous building services not covered by Landlord.
Management Fee	\$1,600 / FTE	Based on current Charter Management Organization contract agreement
Sponsor Fee	1.5%	Base rate based on current Sponsor contract agreement
Transportation	\$35,423	Based upon anticipated SpEd transportation expenses and Student field trips
FY19 Food Service	7.66%	Decrease in FY19 Food services payments based on current FTE enrollment
FY19 Legal	\$2,500	Estimated expenses for legal representation
FY19 Marketing	\$6,000	Estimated expenses for community outreach and recruitment efforts
FY19 Consulting	\$4,000	Includes vendors for services including but not limited to School Improvement and Professional Development.
Contingency	\$20,290	Estimated expenses for unforeseen FY19 expenses
800 - Other Expenses		
FY19 Insurance	\$0	Included in Management Fee
FY19 Bank Fees	\$180	Based on anticipated FY9 account balances.

FY19 - October 2018 submission
RN No.: 012029
Type of School: Brick and Mortar
Contract Term: June 30, 2019

Board Approved - 10.16.18
County: Cuyahoga

School Name:

Citizens Leadership Academy
Statement of Receipt, Disbursements, and Changes in Fund Cash Balances
For the Fiscal Years Ended 2016 through 2018, Actual and
the Fiscal Years Ending 2019 through 2023, Forecasted
Based on IPA Agreement.

FY19 Audit Fee \$12,016

Attachment 2: Description of Facility (Citizens Leadership Academy)

Detailed description of the facility identified for instructional purposes:

Friends of Breakthrough Schools (FOB) purchased the former Charles Orr facility from the Cleveland Metropolitan School District (CMSD) in 2011 and leases to Citizens Leadership Academy. The facility is approximately 38,315 square feet and serves students in grades 6-8.

The facility is located at 9711 Lamont Ave., Cleveland, OH 44106.

Annual costs associated with leasing each facility that are paid by or on behalf of the school:

The school pays annual base rent to FOB Real Estate LLC in the amount of \$374,241. In addition to rent, the school is responsible for all other costs and expenses related to the operation, and use of the Leased Premises. This includes, but is not limited to, all costs and expenses related to operating or occupying the Leased Premises, such as utilities, landscaping, and snow removal.

Friends of Breakthrough (as Landlord) is responsible for repairs and maintenance, janitorial services, and major capital improvements.

Annual mortgage principal and interest payments that are paid by the school:

Citizens Leadership Academy does not pay any costs related to a mortgage or interest, and pays rent to FOB Real Estate LLC as outlined in the terms above.

Name of the lender or landlord, identified as such, and the lender or landlord's relationship to the operator, if any:

Citizens Leadership Academy leases the school building from FOB Real Estate LLC.

FOB Real Estate LLC was created in 2013 as a condition to entering into New Market Tax Credit Financing. The building lease was assigned and assumed by a new, wholly owned subsidiary of Friends of Breakthrough, known as FOB Real Estate.

Friends of Breakthrough Schools, a 501c3 non-profit organization, has entered into a Memorandum of Understanding with Breakthrough Charter Schools (BCS) that commits to providing fundraising, advocacy and facilities for the Breakthrough Network of Schools.

Attachment 3

Citizens Leadership Academy Education Program and Learning Opportunities

Mission

The mission of Citizens Leadership Academy is to prepare its middle school students to lead in academics, service, and civic engagement in high school; college, and beyond.

Characteristics of students; ages and grades

The school is open to children between the ages of 11-14 (Grade equivalents 6-8).

Focus of the Curriculum

CLA is an EL Education school. EL Education, formerly known as Expeditionary Learning, is a national network of schools – public district, public charter, independent, and parochial – that aspire to prepare students for their adult life through “an overarching vision of increasing student engagement and elevating and expanding student achievement through driving student educational excellence in three core areas: mastery of knowledge and skills, character, and high-quality work” (EL Education website). EL schools push students to demonstrate mastery of Common Core skills in each discipline, apply that knowledge and skill to meaningful tasks, and to think critically and communicate clearly. EL Education schools are grounded in a multi-faceted approach to self-advocacy, community building, and social justice locally, nationally, and globally. One of the cornerstones of an EL school is “crew,” an advisory community that meets daily to discuss classroom and school culture as well as current issues at the local, national, and global levels. Instead of “units,” EL schools like CLA have “expeditions” or “case studies” that begin with building background knowledge and assuring mastery of skills on a strand(s) of state standards, but then apply those skills to an engaging project that has an authentic component or real-world application. The audience for the culminating product goes beyond a student’s teacher, but often includes a service, or a publication that will be read by experts, or a proposal for a local, national, or global concern. A final product goes through a rigorous revision process. As students progress through a case study, they conduct research in the community, and they work with community experts at the school and at universities, businesses, government offices, and social service agencies. All this was very compelling to us when we selected Expeditionary Learning as our educational platform, and has become even more compelling as EL Education has solidified its mission, vision, and approach over the past few years. Of particular note is the fact that EL Education was selected to write the New York state English Language Arts curriculum (Engage New York) and that curriculum is now being used widely beyond the network of 152 EL Education schools. EL Education has implemented a credentialing program in which CLA is enrolled, and that program requires us to develop a four-year work plan that anchors our academics and school culture.

As explained in the Core Practice handbook, "Expeditionary Learning's approach to curriculum makes standards come alive for students by connecting learning to real-world issues and needs. Academically rigorous learning expeditions, case studies; projects, field work, and service learning inspire students to think and work as professionals do, contributing high-quality work to authentic audiences beyond the classroom. EL schools ensure that all students have access to a rigorous college preparatory curriculum, and regularly analyze the curriculum to check alignment to standards and opportunities for all students to meet those standards.

CLA teachers and school leaders collaborate to ensure that a set of school• wide, standards-based curriculum maps are the foundation for all planning and instruction. Maps include skill and concept maps and content maps. Learning expeditions are anchored in guiding questions and case studies.

Additional Learning Opportunities

Beyond core academics of math, science, English, and social studies, all CLA scholars participate in Physical Education twice each week for 70 minutes and Outdoor Leadership once each week for the same amount of time. All CLA scholars also participate in our Arts program once each week; that includes a strong visual arts component taught by the CLA arts coordinator and performing arts (drama, dance, music) taught by visiting artists.

One key learning opportunity for each CLA scholar is the 30-minutes each day that are devoted to “crew” – a homeroom period dedicated to building a “circle of power and respect” with a specific curriculum for team/community building activities, readings, and reflections. CLA also has an active student council that stems from crew and is overseen by the Dean of School Culture.

In addition to the classroom opportunities afforded to CLA students through the case study project work, CLA embraces the vision of taking students out of the classroom and into the community and bringing community experts to the classroom. CLA students have participated in several noncurricular community opportunities including CWRU Anatomy Camp and LRI Science Day at the Cleveland Clinic Lerner Research Institute.

Each year, CLA students take a class trip. In sixth grade scholars spend three days and two nights at Cuyahoga Valley Environmental Education Center (CVEEC) in conjunction with their study of community and sustainability. In seventh grade, students travel to Kelley’s Island for a one night science activity expedition. In eighth grade, CLA scholars travel to Washington, DC as a culminating student of moral courage, civic engagement, and the Holocaust.

CLA students have a number of opportunities for enrichment and support. There is after-school tutoring and Saturday Academy to bring students to grade level. There is also push-in and pull-out intervention to support students with learning challenges (IEPs and 504 plans). In eighth grade, there is an honors track for both English and math, and there is after-school math enrichment.

CLA offers a robust menu of after-school options. There is interscholastic girls volleyball, interscholastic boys and girls basketball, boys wrestling, cross country, and track. CLA has a cheerleading team that competes interscholastically. The CLA Power of the Pen team provides an interscholastic competition for seventh and eighth grade creative writing. Clubs include chorus, guitar, art, Lego robotics, drama, and gardening.

Attachment 4: Accountability Plan and Intervention Protocol Effective July 1, 2019

Pursuant to the Sponsorship Contract, the Performance Framework enclosed herein ensures that each community school sponsored by Cleveland Metropolitan School District (CMSD) provides high-quality education to its students. The Framework includes the academic, organizational, and financial standards by which sponsored schools will be evaluated.

The Performance Framework will be used to evaluate whether a community school’s contract should be renewed. It will also be used throughout the life cycle of the school to communicate the school’s performance to its staff, governing authority, sponsor, and other stakeholders. The Framework will provide the basis of the annual report that CMSD must provide annually to the Ohio Department of Education (ODE).

In addition to establishing performance criteria for community schools, the performance framework holds CMSD accountable to community schools. CMSD is accountable for implementing a rigorous and fair oversight process that respects the autonomy that is vital to community school success.

It is this *mutual obligation* that drives the CMSD Performance Framework—a collaborative effort with the common objective of providing Ohio students with a high-quality education that prepares them for post-graduation academic and career success.

Finally, the Performance Framework is a living document, subject to continuous review and improvement.

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Part 1: Academic Performance Framework

Pursuant to the Sponsorship Contract, the Performance Framework includes the agreed-upon goals that the governing authority of the community school and CMSD will use to evaluate the performance of the school during the term of this contract.

Guiding Principles of the Framework

- 1) The framework meets state expectations for how authorizers/sponsors hold their schools accountable:
 - a. The framework considers all report card measures and subgroup performance by including the summative Academic Performance grade a school receives.
 - b. The framework considers in particular student performance, student growth, and attendance. These measures provide a sense of proficiency, growth, and school culture respectively.
 - c. The Gap Closing measure from the report card is used to set specific proficiency targets for subgroups.
 - d. The framework compares the performance of schools to state standards as well as to schools serving similar student populations (based on mobility rates, percent of special education students, and percent of limited English proficiency students).
- 2) The framework recognizes schools that exceed or meet standards, while also fairly evaluating and taking account of progress made by schools that do not meet standards.
- 3) The framework provides a dashboard of information that provides information on how schools are performing during the term of their contract.
- 4) The same framework can be applied to multiple schools allowing for an even playing field.

Framework Indicators

In order to meet guiding principles outlined, the framework looks at the same indicators in multiple ways. It is tiered, looking at an overall report card indicator, primary indicators of performance and secondary indicators of performance.

To be considered for contract renewal, the school's governing authority is expected to have met or exceeded either the report card indicator or the primary academic indicators, as specified herein. Secondary indicators will be considered as well, but performance on the report card and primary indicators will factor more heavily into decisions about renewal or non-renewal, as well as decisions regarding probation, suspension, and termination. Any school that meets the report card or primary indicators will be considered to be meeting the minimum academic expectations of CMSD as sponsor with regards to academic performance.

The decision tree below shows a high-level view of how the framework operates:

1. Consider a school's summative Academic Performance score (the Report Card Indicator).
 - a. If a school meets or exceeds the overall Report Card indicator, STOP. The school's score is based on the Report Card indicator.
 - b. If a school receives a "Does Not Meet," continue with the decision tree.
2. Consider school performance along all three primary indicators.
 - a. If a school exceeds or meets the primary indicator for a particular metric, STOP. The school's score will be based on the primary indicator.
 - b. If a school receives a "Does Not Meet" or "Falls Far Below" for a particular metric, continue with the decision tree.
3. Consider the school's target for the particular metric.
 - a. If a school equals or exceeds the target, STOP. The school receives a rating of "Meets" for this metric.
 - b. If the school does not equal or exceed the target, continue with the decision tree.
4. Consider the school's performance on the metric compared to similar schools.
 - a. The school receives a final score based on how far above average it is on this metric, when compared to other similar schools.
 - i. Schools far above average exceed the standard
 - ii. Schools above average meet the standard
 - iii. Schools below average do not meet the standard
 - iv. Schools far below average fall far below the standard

Ratings on all of the indicators will be provided to a school every year. While the primary and secondary indicators may not be used to evaluate a school, depending on their performance on the report card indicator, the primary and secondary indicators provide useful information that contextualizes a school's information. This data can be used in conversations between the sponsor and school to monitor progress and help ensure all schools are on track to meet or exceeds standards at the time of contract renewal.

Report Card Indicator

Complete details of this indicator can be found in the Technical Documentation for Community School Sponsor Evaluation. A summary is provided below.

A school receives a weighted points total based on the grade a school received on the report card component and the weight given to that component. The Total Weighted Points will be converted to a

0 to 4 scale (this scale is the equivalent of the A-F report card grade, which will be published for each school), as provided in the following table:

Overall Academic Performance Score	
Total Weighted Points	Report Card Grade Equivalent
4.125-5.000	4 (A)
3.125-4.124	3 (B)
2.125-3.124	2 (C)
1.125-2.124	1 (D)
0-1.124	0 (F)

Schools receiving a report card equivalent grade of A are considered to be **Exceeding Standards**. Schools receiving a report card equivalent grade of B or C are considered to be **Meeting Standards**. Schools receiving a report card equivalent grade of D are considered to be **Not Meeting Standards**. Schools receiving a report card equivalent grade of F are considered to be **Falling Far Below Standards**.

Primary Indicators

Four primary indicators are utilized: one-year value-add, performance index, gap closing, and attendance rates. The cut points for ratings on these indicators are determined based on state grading standards. One-year value-add is used rather than the three-year average to provide a more real-time view of how a school performed in a given year.

	Exceeds	Meets	Does Not Meet	Falls Far Below
Value-Add	A	B or C	D	F
Performance Index	A or B	C	D	F
Gap Closing	A or B	C	D	F
Attendance	94% or above, and no significant subgroup attendance gap	93% to 93.99%, and no significant subgroup attendance gap	90% to 92.99%, and/or one or more significant subgroup attendance gaps	Below 90%

For purposes of the Attendance indicator, a significant subgroup attendance gap exists where the attendance rate for a student subgroup at the school is lower by at least 3.2 percentage points than the school's attendance rate for all students.

Secondary Indicators

The secondary indicators compare the performance indicator and one-year value-add score for each CMSD-sponsored school to a comparison group of Ohio charter schools. Each CMSD-sponsored school has been placed in a peer group with no more than 10 other Ohio charter schools that are similar to the school in terms of percentage of special education students, economically disadvantaged students, and mobile students.

CMSD expects all of its schools to work toward continual improvement, even if they are already meeting state standards. Thus, for schools that are meeting the report card indicator or primary indicators in value-add and performance index, these secondary indicators will set reasonable targets based upon comparable schools to monitor continuous improvement. While these targets will not always be used in an evaluation of a school, depending on whether the school meets standards according to the primary indicators, they can provide the school with information on what its trends are. For schools that are not meeting or exceed the primary indicators, these secondary indicators will help CMSD and the school's governing authority gauge progression toward those state goals.

Each year, CMSD and the school's governing authority will meet to discuss performance on the Academic Framework. The comparison schools and the goals will be adjusted accordingly, based on the most recent data from the state report cards.

The goals for secondary indicators for each non-dropout recovery school will be set by CMSD annually and communicated to the school. Targets will be created using the previous year's data, so that schools know ahead of time what they should aim for in the coming year. Targets work by first identifying how much a measure varies within a peer group of schools. Targets are then derived by taking a school's performance and adding 0.5 of a standard deviation. Statistical convention has shown that movements of 0.5 standard deviations or more are substantively large. Generally, depending on where a school sits compared to its peer group, there will also be evidence that other schools performed at this level.

In some cases, a school will be the highest performer among its peers and also at an absolute level. In such cases, it is both unlikely and unreasonable to expect a school to grow more. For example, a school with a value-add score of 5.3 is far above expectations from an absolute standpoint, and it is potentially difficult to meet a target set above this value. In cases where a school does not meet its target, CMSD will consider how far above the average the school is compared to its peers. In this way, the framework ensures that schools that might not meet their targets are not penalized if they are among the best performers on that indicator, when compared to similar schools. The formula for calculating this score is $(\text{School Performance} - \text{Peer Average Performance}) / \text{Peer Standard Deviation}$.

Peer comparison scores translate into ratings as follows:

Greater than .68 – Exceeds Standard

Between 0 and 0.68 – Meets Standard
Between 0 and -0.68 – Does not Meet
Standard Less than -0.68 – Falls far below

These cut points roughly divide the distribution into quartiles, so that schools in the top 50% are meeting the standard.

CMSD Alternative Academic Accountability Framework for Schools with Unassessed Grades

Schools with students only in grades K-3 or newly opened schools that are phasing into a K-8 school model pose a challenge in the above academic framework. Since most state report card measures are not available for grades K-3, the framework above is inappropriate. For these cases, CMSD has developed an alternative framework for these types of schools to use. In cases where a school might start with non-accountable grades but will eventually phase in more grades over time, the alternative framework will apply when a school only has a K-3 grade band. As the school adds grades for which state report card measures are available, it will transition to the primary framework in the manner described below.

The Alternative Academic Accountability Framework tries to hold to the same principles as the primary framework, with an emphasis on measures of proficiency, growth, and attendance. The measures below provide a general framework and target suggestions for schools. However, in cases of very small n-sizes, these percentages may not be appropriate or applicable. Baseline data from each school will be examined to ensure targets are appropriate and achievable for schools. The targets below may be adjusted on a school by school basis to fit their context and baseline.

The Ohio Diagnostic Assessment in Reading (both the Screener and Full Measure) is the source data for these measures.

Proficiency Goal

Meets Expectations: From fall (Screener assessment) to spring (Full Measure assessment) the percentage of accountable students on track to meet the third-grade reading guarantee will increase by 21% or more.

Partially Meets Expectations: From fall (Screener assessment) to spring (Full Measure assessment) the percentage of accountable students on track to meet the third-grade reading guarantee will increase by 1-20%.

Does Not Meet Expectations: From fall (Screener assessment) to spring (Full Measure assessment) the percentage of accountable students on track to meet the third-grade reading guarantee stays the same or decreases.

Growth Target

Meets Expectations: From fall (Screener assessment) to spring (Full Measure assessment) 50% or more of accountable students improve from off-track to on-track for the third-grade reading guarantee.

Partially Meets Expectations: From fall (Screener assessment) to spring (Full Measure assessment) 26% to 49% of accountable students improve from off-track to on-track for the third-grade reading guarantee.

Does Not Meet Expectations: From fall (Screener assessment) to spring (Full Measure assessment) less than 25% of accountable students improve from off-track to on-track for the third-grade reading guarantee.

Attendance Rate

Meets Expectations: Attendance rate meets or exceeds 93 percent, and there is no significant subgroup attendance gap, as defined above.

Does Not Meet Expectations: Attendance rate is less than 93 percent, and/or there is at least one significant subgroup attendance gap, as defined above.

Transition from Alternative to Primary Academic Accountability Framework

Another challenge can arise when a school begins to add grades for which state report card measures are available, but initially very small n-sizes in these grades cause these measures to provide an incomplete picture of the school's academic performance.

To address this issue, a school with a very low enrollment of students in grades whose results are factored into state report card measures will have a one- or two-year transition period from the alternative to the primary academic accountability framework. During the first and second academic years in the which the school serves grades 4 or higher, if the enrollment of students in these grades is lower than is necessary to provide results on state report card measures (value-add, performance, gap-closing and attendance) based on a student cohort at least equal in size to the state student subgroup n-size applicable for that school year, then the school will be evaluated using both the primary framework as well as the proficiency goal and the growth target from the alternative framework. The state n-sizes are 25 in 2017-2018, 20 in 2018-2019, and 15 from 2019-2020.

Part 2. Financial Performance Framework

The purpose of the CMSD Financial Performance Framework is to measure and evaluate the financial health of all CMSD-sponsored charter schools. The framework is an accountability tool that will be used on a monthly basis, as required by law, to guide discussions between CMSD and CMSD sponsored charter schools. The monthly meetings regarding the framework are not summative, but rather provide the basis for discussions. School ratings on the financial framework will be published annually and submitted to the school's governing authority, parents, and the Ohio Department of Education, pursuant to section 3301-102-05 of the Ohio Administrative Code.

CMSD will provide monthly written reports with feedback and proactive recommendations, as appropriate, that help the schools achieve greater efficiencies or that result in timely interventions, if needed. Collecting this data is paramount to ensuring that each sponsored school maintains the public trust and its fiduciary responsibility by maintaining a quality school that spends public funds appropriately and adheres to the laws, rules, and charter requirements as governed by their respective boards.

The measures in this framework are designed to be complementary; no single measure provides a full picture of the financial health of a school. Together, however, the measures provide a comprehensive assessment of the school's financial health and viability based on a school's historic trends, near-term financial situation, and future viability.

It is important to note that if a school receives a "concern" or "below standard" rating, it may or may not be in financial distress. The Financial Performance Framework is meant to flag any areas for further investigation. In the event an area is flagged, CMSD may request additional documentation from a school. The rating may be adjusted if sufficient evidence is provided. An example of additional information taken into consideration for rating purposes could be a long-term strategic partnership that acts as an additional funding source for the school. CMSD will provide schools with a preliminary report before ratings are published so as to give schools time to respond.

To ensure execution of the aforementioned framework and compliance with Ohio Revised Code 33314.023, sponsored schools must agree to participate in a monthly review process to measure and review the financial and enrollment records. CMSD will work to encourage a culture of learning and sharing of best practices to help ensure that all sponsored schools are supported to meet the financial goals outlined in the framework.

CMSD will conduct monthly, quarterly and annual reviews to assess different components of a school's financial wellbeing as detailed below. Should there be any areas of concern, CMSD may request additional information from the schools to demonstrate both short and long-term financial viability.

For a school to be considered for contract renewal, any areas of concern at the time of review must be addressed with sufficient documentation, as determined by CMSD, demonstrating short- and long-term viability.

Monthly

Goal

Review how schools are managing their resources to ensure sufficient liquidity.

Documents to review

- Balance Sheet
- Statement of Activities
- Enrollment

Review focuses on three metrics

- Days cash on hand
- Current ratio
- Actual enrollment as compared to budgeted enrollment

Monthly reports

The monthly reports will not be scored. They will consist of topics discussed and high level findings. However, should there be a concern related to these metrics or other aspects of the school's financial management, we will note this in the monthly report and may ask for additional information.

Monthly Measures

Measure	Metric	Area of Concern
Days Cash on Hand	Total cash divided by (total budgeted expenditures - depreciation)/365	Less than 20 days
Current Ratio	Current assets divided by current liabilities	Less than 1.0
Enrollment	Actual FTEs divided by budgeted FTEs	Below 90%

Quarterly

Goal

Review how schools are progressing during the school year against their budget and financial goals and provide schools with targeted feedback.

Documents to review

- All monthly documents
- Quarterly surplus/(deficit)
- Quarterly budget to actual

Review focuses on the monthly metrics as well as the following

- Change in net assets
- Budgeted revenue and expenses as compared to actual revenues and expenses

Quarterly report

The quarterly report will be more comprehensive than the monthly report. It will note areas of financial strength and weakness and will highlight any areas of concern. These reports will include calculations for the metrics and will discuss their implications however, they will not include a score.

As with the monthly report, if there are areas of financial concern raised by the quarterly review, we will note this in the report and may ask for additional information.

Quarterly Measures

Measure	Metric	Area of Concern
Days Cash on Hand	Total cash divided by (total budgeted expenditures - depreciation)/365	Less than 20 days
Current Ratio	Current assets divided by current liabilities	Less than 1.0
Enrollment	Actual FTEs divided by budgeted FTEs	Below 90%
Surplus/(Deficit)	Change in net assets	Unplanned decrease in net assets
Budget Variance	Budgeted revenues and expenses compared to actual revenues and expenses	More than 10% negative variance on major budget lines

Annually

Goal

- Provide a comprehensive review of the prior year’s financial management to provide schools with useful feedback as they progress through the current school year.
- Ohio sponsors are required by law to monitor and evaluate the academic and fiscal performance, along with the organizational, operational and legal compliance, of each school they sponsor and submit a written report of the evaluation results to the parents of students enrolled in the community school and the Ohio Department of Education by Nov. 30 each year. CMSD presents the reports to each governing board at a governing board meeting, requires schools to post the report on their websites, and also posts the report on the CMSD website.

Documents to review

The year-end review will be scored and will analyze the monthly and quarterly materials and will require the following additional documents:

- Financial statements (balance sheet and income statement) for the entire prior school year as they will be presented to the auditor including all year-end accrual entries
- Final budget to actual reports with explanations for any major variances
- Any written documents that schools wish us to consider

The annual review will focus on the following measures

- Days cash on hand
- Current ratio
- Average annual enrollment as compared to the budgeted enrollment
- Annual surplus/(deficit)
- Annual change in cash position
- Assessment of net assets (excluding the entries made for government pensions)

- Annual budget variance
- Written statement from the school that either states that the school has no debt or that the school has debt. If the school has debt the written statements should identify whether or not the school has made all loan payments on time, whether or not the school has met all required covenants associated with the debt, and whether or not the debt is in default.

Annual year-end report

The annual report will be in the form of a scorecard and will note any explanations and/or materials provided by the school. There will also be a brief narrative which explains the scoring and describes the school's financial position at year-end.

Annual Measures

Measure	Metric	Meets Standard	Area of Concern	Below Standard
Days Cash on Hand	Total cash divided by (total budgeted expenditures - depreciation)/365	30 days	20-30 days	Below 20 days
Current Ratio	Current assets divided by current liabilities	1.1 or higher	1.0 to 1.1	Below 1.0
Enrollment	Actual FTEs divided by budgeted FTEs	95% or higher	90% to 95%	90% or lower
Surplus/(Deficit)	Change in net assets	Increase in net assets	Planned decrease in net assets (per budget)	Unplanned decrease in net assets
Budget Variance	Budgeted revenues and expenses compared to actual revenues and expenses	No more than 10% negative variance on major budget lines		More than 10% negative variance on major budget lines
Increase/(Decrease) in Cash	Change in cash position as compared to prior year	Positive cash flow	Planned decrease in cash (per budget)	Unplanned decrease in cash position
Debt to Assets Ratio	Total liabilities divided by total revenue	0.90 or lower	0.90 to 0.99	1.00 or higher
Debt Covenants	Met covenants	Met covenants		Did not meet covenants
Debt Payments	Timeliness of debt payments	No late debt payments		Late debt payments
Debt Default	Loan default	No default		Loan in default

Additional Reviews

In addition to the monthly, quarterly and annual reports, CMSD will review and report on the following:

- Annual audit which will utilize the same metrics as the year-end annual reviews
- Annual five-year forecasts submitted in May for the upcoming years. We will focus on whether or not the school used realistic assumptions and will assess the school's projected year-end financial positions for each year
- Annual budgets submitted in October for the current year which will focus on whether or not the school used realistic assumptions and will assess the school's projected year-end financial positions.

These additional reviews will be incorporated into the monthly or quarterly reports.

Part 3: Organizational Performance Framework

Overview

The purpose of the organizational performance framework is to establish and communicate the compliance-related standards by which CMSD will monitor and evaluate its sponsored schools. The items included in the framework come from Ohio Department of Education (ODE) requirements, contract requirements, and state law. When a number is listed in the Item column, it refers to the number from ODE's School Compliance worksheet, available online and updated annually. CMSD staff consulted with all of its sponsored schools to prioritize and organize these items. Items are weighted according to their importance and are organized into nine categories: Access and Student Rights, Health and Safety, Human Capital, Governance, Admissions, Educational Program, Fiscal, Site Visit, and Other.

CMSD aims to maximize school operational autonomy by articulating the base set of state and federal laws, rules, regulations, and contractual obligations that apply to its sponsored schools.

CMSD will primarily use Epicenter to track compliance. Items not submitted by Epicenter deadlines will result in lost points for those items. Policies/compliance items will be reviewed on due dates.

Some compliance-related requirements cannot be assessed via Epicenter. CMSD will also conduct fall and spring site visits, as required by law. CMSD will provide schools with advance notice of site visits. Please review the CMSD Comprehensive Site Visits: Purpose and Protocol document for detailed information on site visits. The bulk of Epicenter due dates are aligned with the fall and spring site visits. For example, CMSD will review all special education policies in the fall and all admission policies in the spring.

To be considered for contract renewal, a school will be expected to have no outstanding notices of breach or concern. A notice is outstanding if the school has failed to submit a remedial action plan that has been approved by CMSD.

Scoring

100 points possible

Exceeds Expectations: 90 to 100 points

Meets Expectations: 80 to 89 points

Does Not Meet Expectations: Below 80 points

Category 1: Access & Student Rights, 18

Category 2: Health & Safety, 14

Category 3: Human Capital, 12

Category 4: Governance, 14

Category 5: Admissions, Enrollment, and Attendance, 8

Category 6: Education Program, 10

Category 7: Fiscal, 7

Category 8: Site Visit, 8

Category 9: Other, 9

1. Access & Student Rights (18 points possible)

1A) Subcategory: Special Education (13)

Item	Description	Points possible
171, 172, 174, 175, 176, 178	Written policies for special education as required by Ohio Revised Code: <ul style="list-style-type: none"> • Provision of services (171) • IEP development and implementation (172) • Confidentiality (174) • Identification and evaluation of homeless students with disabilities (175) • Free appropriate public education (176) • Ensuring compliance with IDEIA (178) 	6
172	IEPs implemented as written	2
173	Standards/procedures for identification and evaluation of students with disabilities consistent with federal and state law	2
177	Services delivered in the least restrictive environment while also allowing for a continuum of services	2
182	School submitted plan to ODE for serving students with disabilities	1

1B) Subcategory: Student Rights (3)

Item	Description	Points possible
405 and 406	Does school provide due process for students suspended, expelled, removed AND does the school follow the policy?	2
901	School has adopted policy on Positive Behavioral Intervention and Supports that complies with Ohio requirements	1

1C) Subcategory: Access

Item	Description	Points possible
432	School will achieve racial and ethnic balance reflective of community it serves	2

2. Health & Safety (14 points possible)

2A) Subcategory: Food safety (3)

Item	Description	Points possible
705	The school adopts a policy to protect students with peanut or other food allergies.	1
778	School should ensure that at least one employee is present during food service who is trained in the Heimlich maneuver.	2

2B) Subcategory: Facilities (5)

Item	Description	Points possible
752	The school does not apply lead-based paint and complies with all orders and requirements for inspection, maintenance, and prevention of lead-based poisoning.	2
759	The school timely submitted an emergency management plan in the form required by the Department and the plan was approved.	1
	Did the school do all of their required rapid safety and dismissal drills? Including tornado drills in appropriate months and a drill within first 10 days of school.	2

2C) Subcategory: Student wellness (6)

Item	Description	Points possible
703	The school screened pupils enrolled in either kindergarten or first grade prior to Nov. 1 for hearing, vision, speech and communications, or medical problems and developmental disorders AND notified parents of the screening before August 1.	2
706	The school has adopted policies and procedures regarding child abuse reporting and training of all staff and volunteers as to their obligation to report and consequences for failure to do so. Requires policy and training records.	2
755	The school board reviewed policies and procedures to ensure safety of students, employees and other persons using a school building from any known hazards in the building or on building grounds that pose an immediate risk to health or safety.	1
761	School adopted required policy prohibiting harassment, intimidation and bullying.	1

3. Human Capital (12 points possible)

3A) Subcategory: Licensure/Professional

Item	Description	Points possible
118	The school sees that students on reading monitoring improvement plans (applies to grades 3 and 4 only) are taught by teachers with the appropriate license, endorsements, and/or qualifications.	1
603	The school will suspend a person from all duties that require the care, custody, or control of a child during the pendency of the criminal action against the person-applicable when an employee was subject to criminal action.	1

611	The school has a local professional development committee to determine coursework and other professional development needed by licensed educators to satisfy the renewal of such licenses.	1
607 and 612	All school teachers, aides, and providers are properly licensed by the State Board of Education.	2
Teacher retention		2

3B) Subcategory: Background checks

Item	Description	Points possible
622, 623, 624, 625, 626	The school has done all required criminal background checks	5

4. Governance (14 points possible)

Item	Description	Points possible
655	The school shall post on the school's website the names of the school's governing authority and provides, upon request, the name and address of each member of the governing authority to the sponsor of the school and the Ohio Department of Education	1
664	The school's meetings of its governing authority are public meetings, provide public advance notice, and follow all laws with respect to proper public meeting protocol.	3
667	The school's governing authority members, fiscal officer, administrators and supervisory staff are annually trained on the public records and open meetings laws.	1
316/668	Public and student records. The school fills public records requests timely and at least one person, as designated by the school, has attended training approved by the attorney general about the school's obligations pertaining to public records	3
658	Ethics. Governing authority members have no interest in public contract, etc.	1
659	No member of governing authority also on district board	1
661	Independent counsel used when required	1
662	Comprehensive Plan	3

5. Admissions, Enrollment, and Attendance (8 points possible)

Item	Description	Points possible
401	The school provides parents with the proper notice of truancy, utilizes an intervention strategy and/or files a complaint in juvenile court when appropriate for students that are truant. The board is to adopt policy regarding habitual truancy and intervention strategies.	2
426	The school has an admission procedures that specify the items outlined in ORC 3314.06	2
427	Does the school have an admission policy that addresses students residing outside the district of residence? Yes/No	1
429	The sponsor monitors the school to confirm the school’s complete and accurate reporting of student enrollment data used to calculate payments, and reviews the school’s borrowing and expenditures for consistency with legal requirements	1
436	The School provides parents or guardians with a copy of the most recent report card during the admissions process.	1
Lottery		1

6. Education Program (10 points possible)

Item	Description	Points possible
101	The sponsor confirms annually that the school provides at least 920 hours of learning opportunities to at least 25 students.	1
105	The school has adopted a policy, updated annually, governing academic prevention and intervention services covering requirements of law, which include but are not limited to measuring student progress, identifying students not attaining proficiency thresholds, collect and using student performance data, and provision of prevention/intervention services.	1

107	The school implements interventions outlined by Ohio's "No Child Left Behind Act of 2001"	1
116	The School promotes students to fourth grade when all criteria outlined in ORC 3313.608 are met.	1
117	The school continues any required intervention services for students not promoted to 4th grade, consistent with the requirements of 3313.608.	1
217	School provides intervention services to students not meeting certain proficiency level	2
220	The school administers state diagnostic tests to students in required categories and to all students in the appropriate grade level at least once annually, providing the information to parents and the Department.	1
309	The School administers all required assessments and submits all data required to calculate the report card to the Department.	1
902	The School adopted a grade promotion and retention policy that prohibits the promotion of a student to the next grade level if the student has been truant for more than 10% of the required attendance days of the current school year and failed two or more of the required curriculum subject areas, unless the student's principal and teachers of any failed subject areas agree the student is academically prepared for the next grade level.	1

7. Fiscal (7 points possible)

Item	Description	Points possible
308	The school follows all guidelines and timely submitted complete and accurate EMIS data, using a software package certified by the Department. Each fiscal officer appointed under section 3314.011 of the Revised Code is responsible for annually reporting the community school's data under section 3301.0714 of the Revised Code.	1
502	Schools that receive funding under Title I must maintain the required level of expenditures on an annual basis as outlined in federal regulation	1

503	The school reports all financial information in an easily understood format and by the reporting categories and subgroups required by the Department.	1
504	Annually, the school provides a financial plan detailing an estimated budget and the per pupil expenditures.	1
506	The Schools filed annual financial reports with the Auditor of State that are prepared using generally accepted accounting principles.	1
509	The school has liability insurance sufficient to cover any risks to the school.	1
Audit	Audit devoid of significant findings and conditions, material weaknesses or significant internal control weaknesses; no ongoing concerns	1

8. Site Visit (8 points possible)

Item	Description	Points possible
Fall Site Visit	Please see CMSD's Comprehensive Site Visit protocol, available at http://www.clevelandmetroschools.org/Page/6133	4
Spring Site Visit	Please see CMSD's Comprehensive Site Visit protocol, available at http://www.clevelandmetroschools.org/Page/6133	4

9. Other (9 points possible)

Item	Description	Points possible
Other ODE requirements	Please see ODE's School Compliance worksheet, available online at http://education.ohio.gov/Topics/Community-Schools and updated annually.	5
CAPs	This refers to Corrective Action Plans.	2
Intervention Protocol	CMSD's intervention protocol appears at the end of this Attachment.	2

Part 4. Intervention Protocol

Introduction

This Intervention Protocol, with the accompanying Table of Interventions, describes the general conditions that may trigger intervention in a community school sponsored by the Cleveland Municipal School District (CMSD) where warranted or required by law or contract, and it explains the types of consequences and actions that may ensue.

This Intervention Policy is designed to support CMSD’s execution of community school monitoring and oversight responsibilities as set forth in Ohio law and regulation, including the Ohio Department of Education’s (ODE’s) standards and expectations for Sponsor Quality Practices.¹ These sponsorship responsibilities include implementing, where warranted and in accordance with state law and contract, a range of intervention possibilities including probationary status, suspension of school operation, and community school contract termination.

The Intervention Policy preserves school autonomy and school responsibility for developing and executing remedies to identified deficiencies or violations. In carrying out the Intervention Policy, CMSD will provide notice and adequate time and opportunity for schools to address deficiencies in non-emergency situations.

The following Table of Interventions outlines a tiered intervention process that applies increasing consequences for schools until deficiencies are either sufficiently resolved or, if necessary, ultimately results in termination of the community school contract.

Note: While the Table of Interventions outlines a tiered range of intervention options, it does not represent a mandatory linear escalation of steps and consequences, in which a school must proceed through every step or level. In any particular school’s case, CMSD may skip a level of intervention, as may be necessary or required by law, and in accordance with law. For example, a school might move from Level 3, Probationary Status, directly to Level 5, Termination Review, if warranted by circumstances.

To preserve community school autonomy, it is the responsibility of any school placed in intervention to develop and execute its own remedies, remedial action plan, or corrective action plan. The process for corrective action will follow ODE’s guidance to sponsors related to oversight of compliance with reporting requirements.¹ It is CMSD’s responsibility to approve and monitor plans to ensure concerns are addressed. If a school remedies conditions to the satisfaction of the sponsor, it will be removed from intervention.

¹ ORC 3314.023, <http://codes.ohio.gov/orc/3314.023> outlines monitoring and oversight of charter schools; ORC 3314.015 <http://codes.ohio.gov/orc/3314.015> outlines ODE oversight of sponsors, and <https://education.ohio.gov/Topics/Community-Schools/Sponsor-Ratings-and-Tools/2016-2017-Sponsor-Evaluations-Tools> provides guidance from ODE on how sponsors are evaluated for monitoring community schools’ compliance with reporting requirements.

Community School Table of Interventions

Range of Interventions		
Status	Conditions that may trigger status	Consequences
Level 1: Notice of Concern	<p>Indications of weak or declining performance identified through routine monitoring, site visits, or other means;</p> <p>Repeated failure to meet or submit requirements on a timely basis, which may include being placed on a corrective action plan for noncompliance.</p>	<p>Written notice to school governing authority detailing severity of concern, CMSD’s requirements for resolution, timeline, and consequences if not satisfactorily remedied;</p> <p>Corrective action plan developed by the school and approved by CMSD, as necessary, and aligned with ODE guidance.²</p>
Level 2: Notice of Breach	<p>Failure to satisfactorily remedy or make substantial progress toward remedying previously identified concern(s);</p> <p>Failure to meet multiple performance targets;</p> <p>One or more indicator-level “Falls Far Below” ratings on any Performance Framework;</p> <p>Failure to comply with applicable law, or breach of contract.</p>	<p>Written notice to governing authority detailing severity of concern, CMSD’s requirements for resolution, timeline, and consequences if not satisfactorily remedied;</p> <p>Specialized site visit, if necessary;</p> <p>Meeting with governing authority, as necessary;</p> <p>Remedial action plan developed by the school and approved by CMSD, as necessary.</p>
Level 3: Notice of Probationary Status³	<p>More than two “Falls Far Below” ratings on any Performance Framework;</p> <p>Continued failure to comply with applicable law or with the community school contract;</p>	<p>Remedial action plan developed by the school and approved by CMSD;</p> <p>Meeting with governing authority;</p> <p>Specialized site visit, if necessary;</p>

² More information on corrective action plans, per ODE guidance to sponsors on monitoring reporting requirements, is available in the Sponsor Evaluation Technical Document, pp. 11-12: <https://education.oio.gov/getattachment/Topics/Community-Schools/Sponsor-Ratings-and-Tools/2016-2017-Sponsor-Evaluations-Tools/Sponsor-Evaluation-Technical-Document.pdf.aspx>

³ CMSD’s policy and practices regarding probationary status will follow Ohio statutory requirements including ORC 3314.073: <http://codes.ohio.gov/orc/3314.073>.

Range of Interventions		
Status	Conditions that may trigger status	Consequences
	Failure to meet or make sufficient progress toward meeting terms of the remedial action plan, as relevant.	If needed, CMSD may appoint an agent to monitor implementation of remedial action plan.
Level 4: Suspension of Operation of School⁴	Continued failure to comply with applicable law or with the community school contract; Failure to meet or make sufficient progress toward meeting terms of the remedial action plan, as relevant; Noncompliance with an applicable health or safety standard (<i>requires immediate suspension</i>).	Written notice stating intent to suspend school operation, or (if applicable and as required by law) written notice of <i>immediate suspension</i> of school operation, including reason(s) for suspension; Meeting with governing authority; Remedial action plan developed by the school and approved by CMSD; If needed, CMSD may appoint an agent to monitor implementation of remedial action plan.
Level 5: Termination Review	Extended pattern of failure to comply or to meet performance targets; Failure to satisfactorily address or make sufficient progress toward meeting terms of probation; Failure to remedy reason(s) for suspension of school operation; Applicable conditions for termination set forth in charter school law. ⁵	<i>Termination review process will be conducted in accordance with state law and will include:</i> Written notice from CMSD stating reason(s) for proposed termination; Specialized site visit, if necessary; Opportunity for an informal hearing; CMSD decision to terminate or not terminate.

⁴ CMSD’s policy and practices regarding suspension of the operation of a community school will follow Ohio statutory requirements including ORC 3314.072, <http://codes.ohio.gov/orc/3314.072>.

⁵ CMSD’s policy and practices regarding termination of a community school will follow Ohio statutory requirements including ORC 3314.07, <http://codes.ohio.gov/orc/3314.07v1>.