

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, 2020, 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 nonprofit corporation under Ohio law whose IRN is 012029 (“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, 2019 and ending June 30, 2024; and

WHEREAS, the Parties wish to adopt this amended and restated Contract to supersede the previously adopted contract;

THEREFORE, the prior contract is amended in its entirety and reinstated herein.

A. OPERATION 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 an Ohio nonprofit corporation under ORC Chapter 1702. The School shall maintain in good standing its status as a nonprofit corporation.

In accordance with ORC Chapter 3314, the School is a public school independent of the Sponsor or any other district or community school, independently operated and governed in its 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, 3313.6024, 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, 3319.321, 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.
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, 3313.6114, 3313.614, 3313.617, and 3313.618.
6. **SCHOOL CALENDAR AND SCHEDULE.** The Governing Authority shall provide to the Sponsor the School's calendar and schedule for the upcoming school year and agrees that, except for minor modifications made due to epidemic, casualty, weather conditions, or changes of five or fewer consecutive work days, or other modifications as mutually agreed to between the Parties, the School shall adhere to the calendar and schedule.
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 the 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, a statement of activities, and a cash flow statement, to the Sponsor. If requested by the Sponsor, the Governing Authority also shall send the Sponsor annual reports as to staff and teacher turnover and student expulsions and suspensions. The Governing Authority shall respond timely under the circumstances 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 the Family Educational Rights and Privacy Act ("FERPA"), encoded at 20 U.S.C. Section 1232, and its implementing regulations at 34 CFR Part 99, the Sponsor is an authorized representative of a state educational authority, 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 fiscal officer licensed under ORC Section and shall maintain internal financial controls in accordance with ORC Section 3314.03. Before the fiscal officer enters upon his or her duties, either the Governing Authority shall maintain an employee dishonesty and faithful performance of duty policy applicable to the fiscal officer as provided in ORC Section 3.061, or the fiscal officer shall execute a bond, in accordance with ORC Section 3314.011, 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. 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. 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. In accordance with ORC Section 3314.037, the fiscal officer shall complete training in public records and open meetings at least once per school year. If the fiscal officer changes, the Governing Authority shall notify the Sponsor in writing.
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 consistent with the Ohio Constitution, ORC Chapter 3314, other statutes applicable to community schools, and this Contract.

- 18. LOCATION AND FACILITY.** The School shall be located at the following address: 9711 Lamont Ave., Cleveland, OH 44106. Pursuant to ORC Section 3314.03(A)(9), **ATTACHMENT 2** provides a detailed description of each facility used by the School 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.

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 current or a revised 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, based on factors mutually agreed to between the Parties.

- 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 are consistent 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 and 3302.041, except that any action required to be taken by a school district pursuant to these Sections 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)(25) is solely to serve dropouts.
- 26. **MANAGEMENT BY THIRD PARTIES.** The Governing Authority may contract with a third-party operator or management company 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 the 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 goods and 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 goods and services it provides to the School, in accordance with ORC Section 3314.024. 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 the duties 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, be documented, and bear interest at a fair market rate.
- g. Any individuals performing supervisory or administrative services for the School under the School's contract with the operator or management company shall complete training in public records and open meetings at least once per school year, in accordance with ORC Section 3314.037.
- h. 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.
- i. If the School takes action in good faith under this subsection and later finds it is non-compliant, such action shall not constitute a material breach of this Contract.
- j. If 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, which may be provided by citation to the relevant provision(s) of Governing Authority's Code of Regulations under ORC Chapter 1702; (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, which must be approved by the Sponsor. The Governing Authority shall 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.** The Governing Authority shall be responsible for carrying out the provisions of this Contract. In addition:
- a. The Governing Authority 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.
 - b. No person shall serve on the Governing Authority or operate the School under contract with the Governing Authority so long as the person (1) 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; (2) 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) 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.
 - c. Each Governing Authority member shall annually file a disclosure statement about immediate relatives or business associates in accordance with ORC Section 3314.02(E)(7).

- d. In accordance with ORC Section 3314.037, each Governing Authority member shall complete training in public records and open meetings at least once per school year.
- e. 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.
- f. 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 the School's office and on the School's website the following information:
 - i. A list of the current names of the Governing Authority's members and officers;
 - ii. Contact information for the Governing Authority (email address for school business and contact phone number for the Governing Authority); and
 - iii. 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 of age, gender, race, disability, national origin, sexual orientation, political affiliation or other characteristic protected by law. A representative of the Sponsor and a representative of the School shall confer on a possible denial of pre-approval before final determination by the Sponsor.

30. EDUCATIONAL PLAN. The educational program of the School, including its mission, the characteristics, ages, and grades of the students it is expected to attract, the focus of the curriculum, and a description of how it will fulfill its civic function of helping to prepare students to be informed and engaged citizens, is attached as **ATTACHMENT 3** and incorporated by 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 3301.50 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 School's mission, the ages and grades of its students, its 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. Modifications under this Section shall take effect on July 1 unless otherwise agreed to by the Parties.

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 include statewide achievement assessments. The accountability plan includes the intervention protocol identifying what conditions may result in what types of Sponsor interventions.
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 shall pay to the Sponsor the amount of two percent of the total amount of payments for operating expenses that the School receives from the State, excluding health and wellness funds, high quality awards, and other specially designated awards as may be enacted by the Ohio legislature, 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 25th 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 unreasonably be 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, creed, color, national origin, disability, 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 and shall 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, religion, color, national origin, creed, gender, intellectual ability, athletic ability or performance, special need, sexual orientation, proficiency in English, physical or mental disability, or academic achievement or measure of achievement aptitude. Upon admission of any student with a disability, the School shall comply with all federal and state laws regarding the education of handicapped students, per ORC Section 3314.06.

- 35. STUDENT DEMOGRAPHICS.** The Governing Authority shall annually assess and compare the School's student demographic data with those of the community it serves and determine whether there are any significant disparities between the two as to race, ethnicity, gender, socio-economic status, participation in special education, limited English proficiency/English Language Learner status, homelessness, and Cleveland residency. Where there is a significant disparity, the Governing Authority shall submit to the Sponsor a brief explanation for the disparity and any measures the School employs or plans to employ to address it.
- 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 procedures for student dismissal (*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. BREAKFAST AND LUNCH PROGRAMS.** If the School's student enrollment requires the School under ORC Section 3314.18 to provide a school lunch and/or school breakfast program, possibly with a summer extension or intervention, the School shall implement such a program in accordance with the requirements of that Section, including, for a breakfast program, those of ORC Section 3313.818.
- 38. 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 the 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. In accordance with ORC Section 3214.037, the School's chief administrative officer and other administrative employees shall complete training in public records and open meetings at least once per school year.
 - d. 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 on the employees 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.
- 39. 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 not only cover the School and the Governing Authority and its employees but also the Sponsor and the Sponsor's 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 reasonably 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.

40. **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.
41. **CONTRACT REVIEW.** The Governing Authority or its authorized representatives 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.
42. **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.
43. **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 is comprised of children with disabilities as described in ORC Section 3314.35(A)(4)(b).

C. SEPARATE AGREEMENTS, HOLD HARMLESS.

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 upon in a separate writing between the Governing Authority and the Sponsor. No such agreement shall extend beyond the termination date of this Contract.
2. **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.
3. **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, and the right to appeal such judgment or order has been exhausted or has expired.

D. SPONSORSHIP DUTIES.

1. **OPENING ASSURANCES.** In accordance with ORC Section 3314.19, the Sponsor shall provide the following assurances in writing to ODE not later than 10 business days prior to the opening of the School's first year of operation or, if the School is not an internet- or computer-based community school and it changes the building(s) from which it operates, the opening of its first year in the new location(s):
 - 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;
 - i. 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);
 - ii. That the School has met all of the Sponsor's requirements for opening and any other requirements of the Sponsor; and

- iii. 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;
- 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 this 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, and consistent with ORC Chapter 1702, 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.
 - c. The School and the Sponsor shall cooperate in good faith in implementing the closure protocol adopted pursuant to the Sponsor's policy on renewal, non-renewal, and termination of community school sponsorship contracts.
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 one of the three mediators, but if there is no overlap among the choices, then each party shall identify its first choice, and the two mediators so 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 policy on renewal, nonrenewal, and termination of community school contracts and its renewal application, which shall be available on its website. 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 Sponsor's policy on renewal, nonrenewal, and termination of community school sponsorship contracts.
- c. 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.
- d. 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 the Contract's expiration, or otherwise in compliance with state law. The School

also may terminate this Contract during any other contract year, upon at least 180 days prior written notice to the Sponsor; 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. Non-renewal or termination of the Contract initiated by the School shall be effective on June 30 unless otherwise agreed to by the Parties.

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 Sponsor's policy on renewal, nonrenewal, and termination of community school sponsorship contracts, 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.

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, except that a notice other than that required by Section F.5 or Section F.6 of this Contract may be delivered by email if receipt of such delivery is acknowledged by the recipient:

SPONSOR:
Matthew Rado
Executive 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
3615 Superior Ave., Suite 4403A
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

7/21/20
Date


Anne E. Bingham, Board of Education Chair

Date


Derek M. Richey, Chief Financial Officer

6/30/2020
Date

Citizens Leadership Academy

By: 
BF38BA3450AA4A0

June 22, 2020
Date

Printed Name: Jennifer Howard

Its: Board Chair

By checking here, the Governing Authority attests that this Contract 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

FY20 - May 2020 Submission

IRN No.: 012029

Type of School: Brick and Mortar

Contract Term: June 30, 2024

School Name: CITIZENS LEADERSHIP ACADEMY

Statement of Receipt, Disbursements, and Changes in Fund Cash Balances

For the Fiscal Years Ended 2017 through 2019, Actual and

the Fiscal Years Ending 2020 through 2024, Forecasted

Board Approved - 05/18/2020

County: Cuyahoga

	Actual				Forecasted			
	Fiscal Year FY17	Fiscal Year FY18	Fiscal Year FY19	Fiscal Year FY20	Fiscal Year FY21	Fiscal Year FY22	Fiscal Year FY23	Fiscal Year FY24
Operating Receipts								
Slate Foundation Payments (3110, 3211)	2,219,908	2,152,645	2,120,769	1,997,428	1,518,456	1,719,007	1,910,008	2,101,008
Charges for Services (1500)	-	-	-	-	-	-	-	-
Fees (1600, 1700)	10,009	11,682	-	39,531	38,936	39,715	40,509	41,319
Other (1830, 1840, 1850, 1860, 1870, 1890, 3190)	221,381	507,422	244,105	166,653	94,475	96,365	98,292	100,258
Total Operating Receipts	2,451,298	2,671,749	2,364,874	2,203,612	1,651,867	1,855,086	2,048,808	2,242,585
Operating Disbursements								
100 Salaries and Wages	1,681,122	1,637,082	1,666,586	1,246,592	1,033,157	1,124,075	1,218,216	1,315,673
200 Employee Retirement and Insurance Benefits	411,665	412,463	419,970	442,583	288,463	333,848	384,864	442,141
400 Purchased Services	1,335,520	1,177,727	967,686	1,182,729	1,235,566	1,260,298	1,285,504	1,311,214
500 Supplies and Materials	106,871	85,658	70,681	78,218	116,976	119,316	121,702	124,186
600 Capital Outlay - New	25,017	37,982	26,237	108	-	-	-	-
700 Capital Outlay - Replacement	-	-	-	-	-	-	-	-
800 Other	48,335	31,179	46,663	23,453	11,715	11,949	12,188	12,432
819 Other Debt	-	-	-	-	-	-	-	-
Total Operating Disbursements	3,608,530	3,382,289	3,197,833	2,973,663	2,685,897	2,849,485	3,022,474	3,205,596
Excess of Operating Receipts Over (Under)								
Operating Disbursements	(1,157,232)	(710,540)	(832,959)	(770,071)	(1,034,030)	(994,399)	(973,665)	(963,011)
Nonoperating Receipts/(Disbursements)								
Federal Grants (all 4000 except fund 532)	655,529	646,958	424,670	396,583	336,688	381,134	423,482	465,830
Slate Grants (3200, except 3211)	8,870	1,800	12,836	1,800	1,800	1,800	1,800	1,800
Restricted Grants (3219, Community School Facilities Grant)	-	-	-	-	-	-	-	-
Donations (1820)	207,952	297,155	306,088	272,313	695,362	650,000	600,000	500,000
Interest Income (1400)	-	-	-	100	200	276	300	300
Debt Proceeds (1900)	-	-	-	-	-	-	-	-
Debt Principal Retirement	-	-	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-	-	-
Transfers - In	-	-	-	-	-	-	-	-
Transfers - Out	-	-	-	-	-	-	-	-
Total Nonoperating Revenues/(Expenses)	872,351	945,912	743,605	670,796	1,034,030	1,033,209	1,025,582	967,930
Excess of Operating and Nonoperating Receipts Over/(Under) Operating and Nonoperating Disbursements	(284,881)	235,372	(89,355)	(99,275)	-	38,810	51,916	4,919
Fund Cash Balance Beginning of Fiscal Year	402,234	117,953	352,725	263,371	164,096	164,096	202,906	254,822
Fund Cash Balance End of Fiscal Year	117,353	352,725	263,371	164,096	164,096	202,906	254,822	259,741

FY20 - May 2020 Submission

IRN No.: 012029

Type of School: Brick and Mortar

Contract Term: June 30, 2024

School Name: CITIZENS LEADERSHIP ACADEMY

Statement of Receipt, Disbursements, and Changes in Fund Cash Balances

For the Fiscal Years Ended 2017 through 2019, Actual and

the Fiscal Years Ending 2020 through 2024, Forecasted

Board Approved - 05/18/2020

County: Cuyahoga

Assumptions

	Actual				Forecasted			
	Fiscal Year FY17	Fiscal Year FY18	Fiscal Year FY19	Fiscal Year FY20	Fiscal Year FY21	Fiscal Year FY22	Fiscal Year FY23	Fiscal Year FY24
Staffing/Enrollment								
Total Student FTE	271	261	248	193	159	180	200	220
Instructional Staff	24	24	24	18	15	16	17	18
Administrative Staff	4	5	5	5	2	2	2	2
Other Staff	5.5	6	6	3	2	2	2	2
Purchased Services								
Rent	\$ 374,244.00	\$ 374,244.00	\$ 187,122.00	\$ 374,244.00	\$ 374,244.00	\$ 374,244.00	\$ 374,244.00	\$ 374,244.00
Utilities	61,121.00	43,586.33	75,335.24	54,705.88	47,627.96	49,056.80	50,528.50	52,044.36
Other Facility Costs	152,992.00	7,291.22	7,956.12	39,016.41	39,345.38	8,206.33	8,452.52	27,990.90
Management Fee	226,906.00	417,280.00	401,368.06	347,400.00	349,800.00	396,000.00	440,000.00	484,000.00
Sponsor Fee	38,873.00	29,357.46	28,628.61	24,262.76	30,369.12	34,380.14	38,200.15	42,020.17
Contingency	272,513.00	15,671.17	-	100,000.00	100,000.00	100,000.00	50,000.00	-
Transportation	51,140.00	39,359.12	32,640.95	46,000.00	53,500.00	53,500.00	53,500.00	53,500.00
Legal	1,400.00	2,377.50	3,104.70	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Marketing	11,274.00	9,789.00	2,191.25	15,915.88	200.00	200.00	200.00	200.00
Consulting	4,700.00	4,808.00	4,000.00	38,582.62	5,000.00	5,000.00	5,000.00	5,000.00
Salaries and Wages								
Employee Benefits								
Special Education Services	312,048.00	59,634.76	53,182.13	82,156.31	96,334.69	101,151.42	106,208.99	109,395.26
Technology Services	117,072.00	113,478.75	70,485.44	58,512.34	25,000.00	20,199.28	34,517.40	34,517.40
Food Services	127,115.00	116,589.70	101,671.96	98,936.00	111,164.85	115,359.75	121,652.10	125,301.66
Other								
Total	\$ 1,751,398.00	\$ 1,233,487.01	\$ 967,666.46	\$ 1,182,729.00	\$ 1,235,586.00	\$ 1,260,297.72	\$ 1,285,503.67	\$ 1,311,213.75

Insurance (USAS code of 851 - incl in Other)

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

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%	-3.76%	-5.08%	-22.03%	-17.62%	13.21%	11.11%	10.00%
Growth in New Capital Outlay	0.00%	51.82%	-30.92%	-99.59%	-100.00%	0.00%	0.00%	0.00%
Growth in Operating Receipts	0.00%	8.99%	-11.49%	-6.82%	-25.04%	12.30%	10.44%	9.46%
Growth in Non-Operating Receipts/Expenses	0.00%	8.43%	-21.39%	-9.79%	54.15%	-0.08%	-0.74%	-5.62%
Days of Cash	0.11	0.03	0.11	0.09	0.06	0.06	0.07	0.08

FY20 - May 2020 Submission
 IRN No.: 012029
 Type of School: Brick and Mortar
 Contract Term: June 30, 2024

School Name: CITIZENS LEADERSHIP ACADEMY
 Statement of Receipt, Disbursements, and Changes in Fund Cash Balances
 For the Fiscal Years Ended 2017 through 2019, Actual and
 the Fiscal Years Ending 2020 through 2024, Forecasted

Board Approved - 05/18/2020
 County: Cuyahoga

Assumptions Narrative Summary

Fiscal Year 2020-2024 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	\$ -	\$ -	\$ -	\$ -	-

Note Regarding SBA Paycheck Protection Program Loan:

The School received a SBA Paycheck Protection Program loan in the amount of \$488,052 on 4/17/2020 (at an annual interest rate of 1%) with an opportunity for loan forgiveness of up to 8 weeks of payroll, rent and utilities. At the end of the 8-week period (prior to the end of Fiscal Year 2020), the School will pay-off any remaining loan balance that was not forgiven during the SBA review.

Miscellaneous Notes:

The School utilizes Breakthrough Schools (a non-profit CMO) for management company services. The contracted fee with Breakthrough for FY20 is \$1,800 per FTE Student, increasing to \$2,200 per FTE Student in FY21. The School Sponsor is Cleveland Metropolitan School District. The contracted base fee is 1.5% of State Foundation revenues in FY20, increasing to 2.0% of State Foundation revenues beginning in FY21.
 Treasurer: Doug Mangen - Primary Phone: 337-654-6697 doug@mangen1.com

Revenue Assumptions:

FY20 State Foundation Payment / FTE \$ 10,349 Includes estimates of FY20 Budget cuts announced on May 6, 2020.
 FY21-FY24 State Foundation Payment / FTE \$ 9,550 Based upon conservative estimate of future State funding
 FY20 Charges for services \$ - Assumes all students continue to receive meals at no cost
 FY20 Fees \$ 39,531 Based upon FY19 actuals/projections with slight increase in future years.
 Other (1830, 1840, 1850, 1860, 1870, 1890, 3190) \$ 166,653 Includes Casino, Local Levy and Other receipts. Assumes CMSD Levy is only funded through December 2020.

Expense Assumptions:

100 Salaries and Wages \$ 1,246,592 The compensation plan results in an average 2.0% annual increase in wages. Forecast assumes 5% staff attrition.
 200 Employee Retirement and Insurance Benefits \$ 442,583 The school's benefits program costs are estimated to increase by 8.5% per year.
 400 Purchased Services \$ 1,182,729 See detail below
 500 Supplies and Materials \$ 78,218 Assumes no significant change in student enrollment.
 600 Capital Outlay -New \$ 108 Most capital resources are donated/provided by outside philanthropic organizations.
 700 Capital Outlay - Replacement \$ - No replacement capital outlay is anticipated for this Forecast period.
 800 Other \$ 23,453 Includes small contingency for unanticipated expenses.
 819 Other Debt \$ - See note regarding Paycheck Protection Program above
 General \$ Inflation calculated at 2%

Enrollment Assumptions:

	Inc / (Dec)
FY20 Enrollment	-55
FY21 Enrollment	-34
FY22 Enrollment	21
FY23 Enrollment	20
FY24 Enrollment	20

Cost Per Student Assumptions:

	\$/FTE
FY20	\$ 15,408
FY21	\$ 16,892
FY22	\$ 15,830
FY23	\$ 15,112
FY24	\$ 14,571

School Name: CITIZENS LEADERSHIP ACADEMY

Statement of Receipt, Disbursements, and Changes in Fund Cash Balances
 For the Fiscal Years Ended 2017 through 2019, Actual and
 the Fiscal Years Ending 2020 through 2024, Forecasted

Non-Operating Revenue/Expense Assumptions:

Federal Grants (all 4000 except fund 532)	\$	396,583	Includes all receipts from federal sources, including Title programs and Food Services proceeds
Slate Grants (3200, except 3211)	\$	1,800	Assumes sustainment of e-rate grant
Restricted Grants (3219, Community School Facilities Grant)	\$	-	NA
Donations (1820)	\$	272,313	FY20-FY24 are conservative projections based upon current commitments for future support from Friends of Breakthrough
Interest Income (1400)	\$	100	Conservative estimate of interest earned from deposits in Star Ohio and Key Bank accounts.

Purchased Services Detail:

FY20 Rent	\$	374,241	The School has a multi-year Lease Agreement with Friends of Breakthrough Schools (a non-profit, philanthropic organization).
FY20 Utilities	\$	54,706	Utilities based on FY19 actual expenses paid and estimated expenses
Other Facility Costs	\$	39,016	Other Facilities Costs are based upon current facilities plan.
Management Fee	\$	347,400	Based on current contract agreement at \$1,800 per FTE student for FY20.
Sponsor Fee	\$	24,263	1.5% of State Foundation Revenue
FY20 Transportation	\$	46,000	Transportation based on FY19 expenses paid and estimated expenses for remainder of the Forecast period. (Includes Field Trip Transf
FY20 Legal	\$	3,000	Legal expenses based on FY19 expenses paid and estimated expenses for the remainder of the Forecast period.
FY20 Marketing	\$	15,916	Paid and estimated expenses for community outreach and recruitment efforts.
FY20 Consulting	\$	36,583	Includes vendors for services including School Improvement and Professional Development.
Salaries and Wages	\$	-	There are no wages paid to outside entities
Employee Benefits	\$	-	There are no benefits paid to outside entities
Special Education Services	\$	98,936	Includes Special Education instruction staff, speech, OT, PT, counseling services in addition to field trips and extracurricular activities for special education students.
Technology Services	\$	58,512	Includes student software and support for students and staff
Food Services	\$	98,936	Food services expenses based on FY19 expenses paid and estimated expenses for the remainder of Forecast period.

Attachment 2: Description of Facility (Citizens Leadership Academy)

Revised: 5/26/20

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 it 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 other costs and expenses related to the operation or use of the Leased Premises. This includes, but is not limited to, costs and expenses related to utilities, landscaping, and snow removal.

FOB (as Landlord) is responsible for major capital improvements, repairs and maintenance. Breakthrough Charter Schools is responsible for costs associated with cleaning and janitorial services.

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

Revised: 5/26/20

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 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. 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, 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, 2020

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 Performance 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 Academic Performance Framework

- 1) The Academic Performance Framework meets state expectations for how authorizers/sponsors hold their schools accountable:
 - a. The framework considers all Ohio state 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 the guiding principles outlined above, the Academic Performance 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 state 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 Academic Performance 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 five primary indicators.
 - a. If a school exceeds or meets the primary indicator for a particular metric, STOP. The school's score on that metric 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 to the secondary indicators below.
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%
K-3 Literacy	A	B or C	D	F

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 their percentages 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 exceeding 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 such schools. For these cases, CMSD has developed an alternative framework. 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 (ODE), 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 fulfills 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 its governing authority.

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 the 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 ODE 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; and
- Any written documents that the school wishes CMSD 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; and
- 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; CMSD 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; and
- 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

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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) • Individualized Education Program (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	School provides due process for students suspended, expelled, removed AND school follows 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	School has adopted a policy to protect students with peanut or other food allergies.	1
778	School ensures 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	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	School timely submitted an emergency management plan in the form required by ODE and the plan was approved.	1
Safety drills	School held all of its 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	School has 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	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	School's governing authority 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	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	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	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	School has submitted annual reports on staff and teacher turnover, if requested by sponsor.	2

3B) Subcategory: Background checks

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

4. Governance (14 points possible)

Item	Description	Points possible
655	School has posted on its website the names of school's governing authority and provides, upon request, the name and address of each member of the governing authority to the sponsor and ODE.	1
664	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	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	School fills public records requests in a timely manner, and at least one person, as designated by school, has attended training approved by the Ohio attorney general about school's obligations pertaining to public records.	3
658	Governing authority members have no interest in public contracts or other unaddressed ethical conflicts of interest, etc.	1
659	No member of governing authority also serves on a district board of education.	1
661	School uses independent counsel when required.	1
662	School has submitted current and complete Comprehensive Plan, or verified that sponsor has it on file; has submitted all policies and procedures on internal financial controls; and has adhered to Comprehensive Plan and these policies and procedures and ensured compliance by any contractor.	3

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

Item	Description	Points possible
401	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. School's governing authority has adopted policy regarding habitual truancy and intervention strategies.	2
426	School has admission procedures that specify the items outlined in ORC 3314.06.	2
427	School has an admission policy that addresses students residing outside the district of residence.	1
429	School maintains complete and accurate reporting of student enrollment data used to calculate payments, and school's borrowing and expenditures are consistent with legal requirements.	1
436	School provides parents or guardians with a copy of the most recent Ohio state report card during the admissions process.	1
Lottery	If required by ORC 3314.06, and subject to any preferences allowed under that provision, school has selected students for admission using a random lottery.	1

6. Education Program (10 points possible)

Item	Description	Points possible
101	School provides at least 920 hours of learning opportunities to at least 25 students.	1
105	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

116	School promotes students to fourth grade when all criteria outlined in ORC 3313.608 are met.	1
117	School continues any required intervention services for students not promoted to 4th grade, consistent with the requirements of ORC 3313.608.	1
217	School provides intervention services to students not meeting certain proficiency level.	2
220	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 ODE.	1
309	School administers all required assessments and submits all data required to calculate the report card to ODE.	1
902	School has 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	School follows all guidelines and timely submitted complete and accurate EMIS data, using a software package certified by ODE. Each fiscal officer appointed under ORC 3314.011 is responsible for annually reporting the community school's data under ORC 3301.0714.	1
502	School that receives funding under Title I maintains the required level of expenditures on an annual basis as outlined in federal regulations.	1
503	School reports all financial information in an easily understood format and by the reporting categories and subgroups required by ODE.	1
504	Annually, school provides a financial plan detailing an estimated budget and the per pupil expenditures.	1

506	School has filed annual financial reports with the Auditor of State that are prepared using generally accepted accounting principles.	1
509	School has liability insurance sufficient to cover any risks to the school.	1
Audit	Audit of school is 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	On its Fall Comprehensive Site Visit, school cooperates with observations/focus groups; does not require a return site visit on special education; does not require a follow-up enrollment record review; and has fewer than three items of concern on its walkthrough.	4
Spring Site Visit	On its Spring Comprehensive Site Visit, school cooperates with observations/focus groups; does not require a return site visit on special education; does not requires a follow-up enrollment record review; and has fewer than three items of concern on its walkthrough.	4

9. Other (9 points possible)

Item	Description	Points possible
Other ODE requirements	School complies with any items included in latest annually updated ODE School Compliance worksheet, available online at http://education.ohio.gov/Topics/Community-Schools , but not listed elsewhere in this Organizational Performance Framework.	5
Corrective Action Plans	School has not had to develop and implement a corrective action plan.	2
Intervention Protocol	School has never required sponsor intervention under the Intervention Protocol.	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 <http://education.ohio.gov/Topics/Community-Schools/Sponsor-Ratings-and-Tools/Sponsor-Evaluation-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. 9-10: <http://education.ohio.gov/getattachment/Topics/Community-Schools/Sponsor-Ratings-and-Tools/2019-2020-Sponsor-Evaluation-Tools/2019-2020-Sponsor-Eval-Tech-Doc.pdf.aspx?lang=en-US>.

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>.