

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

This Sponsorship Contract, made effective as of 12:01 a.m. on July 1, 2024, 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 Academy Southeast (the “School”), established as a nonprofit corporation under Ohio law whose IRN is 015261 (“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, 2020 and ending June 30, 2025; 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 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, 3302.037, 3313.472, 3313.50, 3313.5318, 3313.5319, 3313.539, 3313.5310, 3313.608, 3313.609, 3313.6012, 3313.6013, 3313.6014, 3313.6015, 3313.6020, 3313.6024, 3313.6025, 3313.6026, 3313.6028, 3313.6029, 3313.6413, 3313.643, 3313.648, 3313.6411, 3313.66, 3313.661, 3313.662, 3313.666, 3313.667, 3313.668, 3313.669, 3313.6610, 3313.67, 3313.671, 3313.672, 3313.673, 3313.69, 3313.71, 3313.7112, 3313.7117, 3313.716, 3313.718, 3313.719, 3313.721, 3313.80, 3313.814, 3313.816, 3313.817, 3313.818, 3313.819, 3313.86, 3313.89, 3313.96, 3319.073, 3319.077, 3319.078, 3319.0812, 3319.238, 3319.318, 3319.321, 3319.324, 3319.39, 3319.391, 3319.393, 3319.41, 3319.46, 3320.01, 3320.02, 3320.03, 3321.01, 3321.041, 3321.13, 3321.14, 3321.141, 3321.17, 3321.18, 3321.19, 3322.20, 3322.24, 3323.251, 3327.10, 4111.17, 4113.52, 5502.262, 5502.703, and 5705.391 and 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. The School shall also comply with ORC Sections 3313.815, 3314.104, 3321.191, 3327.016, and 3327.02.
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), 3311.742, 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, student re-enrollment and retention data, and student expulsions and suspensions. This information should be disaggregated by available demographic categories whenever possible. The Sponsor may request the school's internal assessment data as needed for ongoing oversight, reviewing the school's progress, and making suggestions for academic improvement. 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, D.E.W., 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 and Workforce ("D.E.W.") 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 D.E.W.
14. **FISCAL OFFICER.** The School shall have a designated fiscal officer licensed under ORC Section 3301.074 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: 15700 Lotus Dr., Cleveland, OH 44128.

If the school is unable to operate from the approved location due to failure to provide any required documents referenced in R.C. 3314.19 including (1) Proof of property ownership or a lease for the facilities used by the school; (2) A certificate of occupancy; (3) Liability insurance for the school, as required by division (A)(11)(b) of section 3314.03 of the Revised Code, that the sponsor considers sufficient to indemnify the school's facilities, staff, and governing authority against risk; (4) A satisfactory health and safety inspection; (5) A satisfactory fire inspection; or a (6) A valid food permit, if applicable, or due to public safety emergencies, inoperability of equipment necessary to the school's operation, damage to the school building, or other temporary circumstances due to utility failure rendering the school building unfit for use, the School may request permission in writing from the Chief Executive Officer of the Sponsor to temporarily operate from an alternate location.

The school may not operate from a temporary location until it has provided all elements referenced in R.C. 3314.19 to the Sponsor and the Sponsor has submitted required opening assurances to the Department of Education and Workforce. In addition, the information contained in Attachment 2 must be provided for any alternate location.

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 D.E.W. 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 D.E.W. 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 kindergarten 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 D.E.W. 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. If the School fails to open by September 30th in its initial year of operation or within one (1) year after the

adoption of a contract pursuant to R.C. 3314.02(D), the Contract shall be void, unless the mission is 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 D.E.W.. 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 D.E.W. 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 3314.03(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 3314.037, 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.

- e. If the School is a recipient of moneys from a grant awarded under the federal Race to the Top program, Division (A), Title XIV, Section 14005 and 14006 of the “American Recovery and Reinvestment Act of 2009,” Pub. L. No 111- 5, 123 Stat. 115, the School shall pay teachers based upon performance in accordance with ORC Section 3317.141 and shall comply with ORC Section 3319.111 as if it were a school district.
- 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 D.E.W. 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 D.E.W.;

- 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 D.E.W. 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 D.E.W. 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 D.E.W. 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 Sponsor 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.** 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.

- a. 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.
- b. 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.

- c. If the School does not intend to renew this Contract, the School shall notify the Sponsor in writing of its intent to not renew at least 180 days prior to 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 D.E.W. This Contract shall be filed with D.E.W.

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, Charter Schools
Cleveland Municipal School District
1111 Superior Ave. E., Suite 1800
Cleveland, OH 44114

GOVERNING AUTHORITY:
Chair, Board of Directors
Citizens Academy Southeast
15700 Lotus Dr.
Cleveland, OH 44128

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

Dr. Warren G. Morgan II
Warren G. Morgan II, Chief Executive Officer

4.25.2024
Date

Sara Elaqa
Sara Elaqa, Board of Education Chair

05/14/2024
Date

Kevin Stockdale
Kevin Stockdale, Chief Financial Officer

4-23-24
Date

Citizens Academy Southeast

DocuSigned by:
By Danielle Eisenberg
DD4C8F81493B48E...

5/30/2024
Date

Printed Name: Danielle Eisenberg

Its: Chair, School Boards

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

FY24 - October 2023 Update
 IRN No.: 015261
 Type of School: Brick and Mortar
 Contract Term: June 30, 2025

CITIZENS ACADEMY SOUTHEAST
 Statement of Receipt, Disbursements, and Changes in Fund Cash Balances
 For the Fiscal Years Ended 2020 through 2023, Actual and
 the Fiscal Years Ending 2024 through 2028, Forecasted

	Actual					Forecast				
	Fiscal Year FY19	Fiscal Year FY20	Fiscal Year FY21	Fiscal Year FY22	Fiscal Year FY23	Fiscal Year FY24	Fiscal Year FY25	Fiscal Year FY26	Fiscal Year FY27	Fiscal Year FY28
Operating Receipts										
State Foundation Payments (3110, 3211)	3,274,234	3,919,645	4,440,435	5,740,553	4,615,918	5,745,095	5,798,015	5,851,465	5,900,587	5,950,200
Charges for Services (1500)	-	-	-	-	-	-	-	-	-	-
Fees (1600, 1700)	-	-	-	-	-	-	-	-	-	-
Other (1830, 1840, 1850, 1860, 1870, 1890, 3190)	293,920	350,113	754,903	679,355	3,378,357	3,533,405	3,555,515	3,555,515	3,555,515	3,555,515
Total Operating Receipts	3,568,154	4,269,758	5,195,339	6,419,908	7,994,275	9,278,500	9,353,530	9,406,979	9,456,101	9,505,715
Operating Disbursements										
100 Salaries and Wages	1,682,194	2,210,968	2,657,053	3,203,700	4,282,875	4,652,151	3,903,924	3,560,081	3,702,484	3,850,583
200 Employee Retirement and Insurance Benefits	460,578	566,253	695,400	801,039	1,070,719	1,099,922	1,123,440	1,169,627	1,215,630	1,264,520
400 Purchased Services	2,272,086	2,456,969	2,775,259	4,100,436	4,342,700	5,578,665	5,366,338	5,453,087	5,542,888	5,635,848
500 Supplies and Materials	208,624	329,593	613,698	549,128	344,147	432,458	447,594	463,260	429,474	444,505
600 Capital Outlay - New	54,941	9,804	-	-	-	-	-	-	-	-
700 Capital Outlay - Replacement	-	-	-	-	-	-	-	-	-	-
800 Other	22,609	22,519	32,769	63,687	89,587	97,255	100,659	104,182	107,828	111,602
819 Other Debt	-	-	-	-	-	-	-	-	-	-
Total Operating Disbursements	4,701,033	5,596,106	6,674,179	8,717,990	10,130,028	11,860,451	10,941,954	10,749,237	10,998,304	11,307,059
Excess of Operating Receipts Over (Under)	(132,879)	(326,348)	(1,478,840)	(2,298,082)	(2,135,753)	(2,581,951)	(1,588,425)	(1,342,257)	(1,542,202)	(1,801,344)
Operating Disbursements	(1,132,879)	(1,326,348)	(1,478,840)	(2,298,082)	(2,135,753)	(2,581,951)	(1,588,425)	(1,342,257)	(1,542,202)	(1,801,344)
Nonoperating Receipts/(Disbursements)										
Federal Grants (all 4000 except fund 532)	473,704	651,641	1,219,547	2,943,413	2,187,386	1,176,563	1,169,971	1,169,971	1,169,971	1,169,971
State Grants (3200, except 3211)	8,670	-	7,355	-	-	-	-	-	-	-
Restricted Grants (3219, Community School Facilities Grant)	-	-	-	-	-	-	-	-	-	-
Donations (1820)	378,568	866,399	471,290	-	-	-	-	-	500,000	500,000
Interest Income (1400)	-	5,168	1,662	-	-	-	-	-	-	-
Debt Proceeds (1900)	-	630,560	-	-	-	-	-	-	-	-
Debt Principal Retirement	-	-	-	-	-	-	-	-	-	-
Interest and Fiscal Charges	-	-	-	-	-	-	-	-	-	-
Transfers - In	-	-	-	-	-	-	-	-	-	-
Transfers - Out	-	-	-	-	-	-	-	-	-	-
Total Nonoperating Revenues/(Expenses)	860,942	2,153,768	1,699,853	2,943,413	2,187,386	1,176,563	1,169,971	1,169,971	1,669,971	1,669,971
Excess of Operating and Nonoperating Receipts Over/(Under) Operating and Nonoperating Disbursements	(271,937)	827,420	221,013	645,331	51,633	(1,405,389)	(418,454)	(172,286)	127,769	(131,373)
Fund Cash Balance Beginning of Fiscal Year	750,600	478,664	1,306,084	1,527,097	2,172,428	2,224,062	818,673	400,219	227,933	355,701
Fund Cash Balance End of Fiscal Year	478,664	1,306,084	1,527,097	2,172,428	2,224,062	818,673	400,219	227,933	355,701	224,328

Actual		Forecast							
FY20 FY19	FY21 FY20	FY22 FY21	FY23 FY22	FY24 FY23	FY25 FY24	FY26 FY25	FY27 FY26	FY28 FY27	
20%	13%	29%	-20%	24%	1%	1%	1%	1%	1%
19%	116%	-10%	397%	5%	1%	0%	0%	0%	0%
20%	22%	24%	25%	16%	1%	1%	1%	1%	1%
31%	20%	21%	34%	9%	-16%	-9%	4%	4%	4%
23%	23%	15%	34%	3%	2%	4%	4%	4%	4%
8%	13%	48%	6%	28%	-4%	2%	2%	2%	2%
58%	56%	7%	-37%	26%	4%	3%	-7%	4%	4%
0%	46%	94%	41%	9%	3%	4%	3%	3%	3%
19%	19%	31%	16%	17%	-8%	-2%	2%	3%	3%
17%	11%	55%	-7%	21%	-38%	-15%	15%	17%	17%
38%	87%	141%	-26%	-46%	-1%	0%	0%	0%	0%
150%	-21%	73%	-26%	-46%	-1%	0%	43%	0%	0%
-404%	-73%	192%	-92%	-2822%	-70%	-59%	-174%	-203%	-203%
-36%	173%	17%	42%	2%	-63%	-51%	-43%	56%	56%
173%	17%	42%	2%	-63%	-51%	-43%	56%	-37%	-37%

Staffing/Enrollment	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28
Total Student FTE	404	473	573	658	688	697	697	697	697
Instructional Staff	36	39	44	61	65	69	58	53	57
Administrative Staff	4	8	8	10	11	13	11	10	11
Other Staff	7	4	7	7	9	10	8	8	8

17%	21%	15%	5%	1%	0%	0%	0%	0%
8%	13%	39%	7%	6%	-16%	-9%	4%	4%
100%	0%	25%	10%	18%	-16%	-9%	4%	4%
-43%	75%	0%	29%	11%	-16%	-9%	4%	4%

Purchased Services	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28
Rent	763,712	669,240	823,680	965,140	965,140	965,140	965,140	965,140	965,140
Utilities	43,850	68,466	95,530	120,157	157,808	222,398	230,182	238,238	246,576
Other Facility Costs	91,033	128,270	149,679	190,545	230,852	269,974	279,423	289,203	299,325
Insurance	-	-	-	-	-	-	-	-	-
Insurance (USAS code of 851 - incl in Other)	5,640	-	-	24,027	17,080	16,920	17,512	18,125	18,760
Management Fee	621,034	945,909	1,260,666	1,456,604	1,630,762	1,927,305	1,547,203	1,549,567	1,552,030
Sponsor Fee	39,243	49,147	83,640	103,776	92,051	108,000	111,780	115,692	119,742
Audit Fees	-	-	-	-	-	-	-	-	-
Audit Fees (USAS code of 843 - incl in Other)	10,589	10,892	11,037	20,965	19,651	31,504	32,606	33,747	34,929
Contingency	5,340	2,606	19,882	46,749	40,166	359,910	372,507	385,545	399,039
Transportation	2,557	10,501	6,007	381	7,484	6,711	6,946	7,189	7,441
Legal	1,761	18,478	9,354	6,502	6,037	9,628	9,965	10,314	10,675
Marketing	216,535	298,999	92,432	529,204	259,741	453,850	669,735	693,176	717,437
Salaries and Wages	-	-	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-	-	-
Special Education Services	64,102	73,782	141,754	325,478	403,057	654,702	677,616	701,333	725,879
Technology Services	14,171	2,251	1,220	64,524	51,073	50,283	52,043	53,865	55,750
Food Services	408,749	189,319	91,415	291,376	498,529	550,763	443,798	443,825	443,883
Other	-	-	-	-	-	-	-	-	-
Total Purchased Services	2,288,315	2,467,860	2,786,296	4,145,449	4,379,431	5,627,089	5,416,457	5,504,960	5,596,576

-12%	23%	17%	0%	0%	0%	0%	0%	0%
56%	40%	26%	31%	41%	3%	3%	3%	4%
41%	17%	27%	21%	17%	3%	3%	3%	4%
-100%	0%	0%	-29%	-1%	3%	3%	3%	3%
52%	33%	16%	12%	18%	-20%	0%	0%	0%
25%	70%	24%	-11%	17%	3%	3%	3%	3%
3%	1%	90%	-6%	60%	3%	3%	3%	3%
-51%	663%	135%	-14%	796%	3%	3%	3%	3%
311%	-43%	-94%	1866%	-10%	3%	3%	3%	3%
949%	-49%	-30%	-7%	59%	3%	4%	3%	3%
38%	-69%	473%	-51%	75%	48%	3%	3%	4%
15%	92%	130%	24%	62%	3%	3%	4%	3%
-84%	-46%	5187%	-21%	-2%	4%	3%	3%	3%
-54%	-52%	219%	71%	10%	-19%	0%	0%	0%
8%	13%	49%	6%	28%	-4%	2%	2%	2%

Financial Metrics	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28
Expenditures per FTE	11,638	11,831	11,647	13,253	14,724	17,016	15,699	15,422	15,779
Debt Service Payments	-	-	-	-	-	-	-	-	-
Debt Service Coverage	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Growth in Enrollment	0.0%	8.3%	12.8%	38.6%	6.6%	6.2%	-16.1%	-8.8%	4.0%
Growth in New Capital Outlay	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Growth in Operating Receipts	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Growth in Non-Operating Receipts/Expenses	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Days of Cash	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Additional Metrics

FY24 - October 2023 Update
 IRN No.: 015261
 Type of School: Brick and Mortar
 Contract Term: June 30, 2025

CITIZENS ACADEMY SOUTHEAST										
Statement of Receipt, Disbursements, and Changes in Fund Cash Balances										
For the Fiscal Years Ended 2020 through 2023, Actual and										
the Fiscal Years Ending 2024 through 2028, Forecasted										
Management Fee per Pupil	1,537	2,000	2,200	2,214	2,370	2,765	2,220	2,223	2,227	2,230
Salary and Wages per Pupil	4,164	4,674	4,637	4,870	6,225	6,675	5,601	5,108	5,312	5,525
Salary, Wages, and Management Fee per Pupil	5,702	6,674	6,837	7,084	8,595	9,440	7,821	7,331	7,539	7,755
Avg Staff Salary	35,791	43,352	45,035	41,073	50,387	50,567	50,567	50,567	50,567	50,567
Benefits per Pupil	1,140	1,197	1,214	1,218	1,556	1,578	1,612	1,677	1,744	1,814
Number of Students per Instruction Staff	11	12	13	11	11	10	12	13	13	12
Number of Students per Total Staff	9	9	10	8	8	8	9	10	10	9
Receipts per Pupil	8,833	9,027	9,066	9,759	11,620	13,312	13,420	13,496	13,567	13,638
Disbursements per Pupil	11,638	11,831	11,647	13,253	14,724	17,016	15,699	15,422	15,779	16,222
Operating Surplus/Deficit per Pupil	(2,805)	(2,804)	(2,581)	(3,493)	(3,104)	(3,704)	(2,279)	(1,926)	(2,213)	(2,584)
Nonoperating Receipts per Pupil	2,131	4,553	2,966	4,474	3,179	1,688	1,679	1,679	2,396	2,396
Nonoperating Disbursements per Pupil	-	-	-	-	-	-	-	-	-	-
Nonoperating Surplus/Deficit per Pupil	2,131	4,553	2,966	4,474	3,179	1,688	1,679	1,679	2,396	2,396
Total Surplus/Deficit per Pupil	(673)	1,749	386	981	75	(2,016)	(600)	(247)	183	(188)

Assumptions Narrative Summary

Fiscal Year 2024-2028 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	\$ -	\$ -	\$ -	\$ -	-

Miscellaneous Notes:

The School utilizes Breakthrough Schools (a non-profit CMO) for management company services. The contracted fee with Breakthrough for FY24 is \$2,200 per FTE Student.
 The School Sponsor is Cleveland Metropolitan School District. The contracted base fee is 2.0% of State Foundation revenues beginning in FY22.
 Treasurer: Celeste Farmer - Primary Phone: 330-573-4566

Revenue Assumptions:

FY24-FY28 State Foundation Payment / FTE	\$ 10,328	Based upon current estimates of future State funding
FY24 Charges for services	-	- Assumes all students continue to receive meals at no cost
FY24 Fees	-	- Based upon conservative estimates.
FY24 Other (1830, 1840, 1850, 1860, 1870, 1890, 3190)	3,426,924	Includes HQ School Funding, Casino, Local Levy and Other receipts

Expense Assumptions:

100 Salaries and Wages	\$ 4,673,200	The compensation plan results in an average 4.0% annual increase in wages.
200 Employee Retirement and Insurance Benefits	1,096,539	The school's benefits program costs are estimated to increase by 3.0% per year.
400 Purchased Services	5,008,680	See detail below
500 Supplies and Materials	385,916	Assumes no significant budget-to-actual variance in student enrollment.
600 Capital Outlay - New	-	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	76,735	Includes small contingency for unanticipated expenses.

Enrollment Assumptions:

FY24 Enrollment	664	Based on current enrollment applications
FY25 Enrollment	672	Based on conservative estimates of future enrollment
FY26 Enrollment	679	Based on conservative estimates of future enrollment
FY27 Enrollment	686	Based on conservative estimates of future enrollment
FY28 Enrollment	686	Based on conservative estimates of future enrollment

Cost Per Student Assumptions:

FY24	\$ 16,929
FY25	16,632
FY26	16,956
FY27	16,901
FY28	17,383

Non-Operating Revenue/Expense Assumptions:

Federal Grants (all 4000 except fund 532)	\$ 969,971	Includes Title programs, Food Services proceeds, and ESSER III revenue.
State Grants (3200, except 3211)	-	- Assumes sustainment of e-rate grant
Restricted Grants (3219, Community School Facilities Grant)	-	- Not applicable
Donations (1820)	-	- Conservative donation estimates. The Friends of Breakthrough is committed to helping the School maintain a healthy cash reserve.
Interest Income (1400)	-	- Estimate of interest earned from deposits in Star Ohio and PNC Bank accounts.

Purchased Services Detail:

FY24 Rent	\$ 965,140	The School has a multi-year Lease Agreement with Friends of Breakthrough Schools (a non-profit, philanthropic organization).
FY24 Utilities	142,036	Utilities based on FY23 actual expenses paid and estimated expenses
Other Facility Costs	233,868	Other Facilities Costs are based upon current facilities plan.
Management Fee	1,854,705	Based on current contract agreement at \$2,200 per FTE student for FY23.
Sponsor Fee	89,777	2.0% of State Foundation Revenue
FY24 Transportation	358,700	Transportation based on FY23 expenses paid and estimated expenses for remainder of the Forecast period. (Includes Field Trip Transportation.)

FY24 - October 2023 Update
IRN No.: 015261
Type of School: Brick and Mortar
Contract Term: June 30, 2025

CITIZENS ACADEMY SOUTHEAST
Statement of Receipt, Disbursements, and Changes in Fund Cash Balances
For the Fiscal Years Ended 2020 through 2023, Actual and
the Fiscal Years Ending 2024 through 2028, Forecasted

FY24 Legal	6,711	Legal expenses based on FY23 expenses paid and estimated expenses for the remainder of the Forecast period.
FY24 Marketing	6,127	Paid and estimated expenses for community outreach and recruitment efforts.
FY24 Consulting	376,234	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	481,927	Includes SPED instruction staff, speech, OT, PT, counseling services in addition to field trips and extracurricular activities for SPED students.
Technology Services	49,683	Includes student software and support for students and staff
Food Services	443,771	Food services expenses based on FY23 expenses paid and estimated expenses for the remainder of Forecast period.

Attachment 2: Description of Facility (Citizens Academy Southeast)

Revised: 3/4/22

Detailed description of the facility identified for instructional purposes

Friends of Breakthrough Schools (FOB) leases the Citizens Southeast campus facility (approximately 84,000 square feet, formerly known as Charles Eliot) to Citizens Academy Southeast. The school opened in 2015 in the Whitney Young school facility at 17900 Harvard Ave., Cleveland, OH 44128 and serves students in grades K-8.

The facility is located at 15700 Lotus Dr., Cleveland, OH 44128.

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

The total building rent is \$926,640.

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 Public Schools (BPS) is responsible for costs associated with cleaning and janitorial services.

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

Citizens Academy Southeast does not pay any costs related to a mortgage or interest, and pays rent to FOB 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

As stated above, Citizens Academy Southeast leases the school building from Friends of Breakthrough Schools. Friends of Breakthrough Schools, a 501c3 non-profit organization, has entered into a Memorandum of Understanding with Breakthrough Public Schools (BPS) that commits to providing fundraising, advocacy, and facilities for the Breakthrough Network of Schools.

Attachment 3: Education Program and Learning Opportunities (Citizens Academy Southeast)

Revised: 2/28/23

Mission

The mission of Citizens Academy Southeast is to produce learners who exemplify academic excellence and responsible citizenship. Our vision is for every student to graduate from college and become a productive and civically engaged member of society.

Characteristics of students; ages and grades

The school is open to children between the ages of 5-14 (grade equivalents K-8).

Focus of the Curriculum

The philosophy of education and educational goals reflect the school's deep and central commitment to strong student achievement. We believe that the primary needs of our students are to develop the strongest standards based skills and build upon that foundation through the increasing application of those skills to real world problems and the development of critical thinking skills necessary for a college preparatory high school and the demands of college. The academic focus is centered on research-based, best instructional practices for primary and intermediate learners. This includes reading instruction in phonemic awareness, decoding, fluency, robust vocabulary, and comprehension; math instruction in counting and cardinality, operations and algebraic thinking, number and operations in base ten, number and operations in fractions, measurement and data, and geometry.

The school also emphasizes hands-on literacy based instruction in writing, science, and social studies. Core programs are supported through writing across the curriculum using various genres, through science experiments and demonstrations, and with thematic- based projects. Common instructional practices sustain the core curriculum, such as close reading, text dependent questions, and citing evidence from the text in both writing and discussion. Technology is used in classrooms as appropriate to further reinforce lessons, to ensure exposure and to prepare students for the demands of the career force.

The academic program remediates individual students' basic skills and knowledge gaps to ensure that all students can read, write, and compute on grade level. As a result of this focus on the core academic skills, it is expected that English/Language Arts and Math take a larger portion of the students' scheduled academic time. The school will make use of this additional time to ensure all students are achieving to very high academic expectations while still allowing students to develop and practice social emotional and college readiness skills through a variety of experiences in the daily curricula and beyond.

Core faculty are hired based upon their full commitment to the school's mission and their high degree of knowledge and experience in successfully promoting strong student achievement in English Language Arts, mathematics, science, and social studies.

Learning opportunities at this school include:

- Classroom instruction, in subjects described previously
- Instruction in small and large groups
- Acceleration instruction (remediation and acceleration)
- Tutoring
- Student projects
- Character education
- Technology
- Field trips/field lessons
- Family/parent events

Attachment 4: Accountability Plan and Intervention Protocol

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 and Workforce (D.E.W.).

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.

TABLE OF CONTENTS

Section	Page
Part 1: Academic Performance Framework	2
Part 2: Financial Performance Framework	6
Part 3: Organizational Performance Framework	11
Part 4: Intervention Protocol	19

Part 1. Academic Performance Framework Retroactive to July 1, 2021

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 Overall Rating a school receives.
 - b. The framework includes annual, specific metrics and targets for all applicable state report card measures and considers in particular student performance, student growth, and chronic absenteeism. 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 includes additional measures and targets beyond the Gap Closing target for any applicable subgroups.
 - e. The framework includes mission-specific measures and targets.
 - f. The framework compares the performance of schools to state standards as well as to schools serving similar student populations (based on percent students with disabilities, percent of English language learners, and percent of economically disadvantaged students).
2. The framework recognizes schools that exceed or meet standards according to state cutpoints, while also providing opportunities for schools to demonstrate quality in comparison to peers.
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 and ratings

The table below shows the indicators included in the performance framework and how ratings are assigned for each indicator. Generally, the indicator ratings align with the ratings from the state report card. For some indicators, schools have an additional opportunity to score a rating based on a comparison with peers. In these cases, a school will receive the highest rating corresponding to either their state rating or peer comparison.

Indicator	Overall Report Card Grade	Achievement Component (Performance Index)	Progress Component	Early Literacy Component	Gap Closing Component	ELA and Math Achievement and Growth Indicators	Chronic Absenteeism Indicator
Exceeds	4 or 5 stars	4 or 5 stars OR score in the 75 th percentile or higher compared to peer group				45% or more of indicators met	
Meets	3 stars	3 stars OR score in the 50 th to 74.9 th percentile compared to peer group				30% to 44.9% of indicators met	5 points
Does Not Meet	2 stars	2 stars OR score in the 25 th to 49.9 th percentile compared to peer group				10% to 29.9% of indicators met	0 points
Falls far below	1 star	1 star OR score in the 24.9 th percentile or lower compared to peer group				Less than 10% of indicators met	

Indicator Descriptions

Overall report card rating: A summary rating of a school's overall performance on state standards. Including this measure aligns with the state's method of sponsor ratings and ensures we meet obligations to hold schools accountable for all applicable report card data.

Achievement component (Performance Index): The Achievement rating for schools is based on the Performance Index, one of the most enduring measures on the state report card. We believe that achievement *AND* growth combined provide a strong indicator of how well a school is serving the academic needs of students.

Progress Component: The Progress rating for schools is based on the statewide growth measure used. Growth measures provide opportunities for all schools to demonstrate success, even with a student population that begins as low achieving. We believe that achievement *AND* growth combined provide a strong indicator of how well a school is serving the academic needs of students.

Early Literacy Component: The Early Literacy component combines multiple measures related to the preparedness of students in grades K-3 to be productive readers by the time they enter fourth grade. These measures consider both promotion/proficiency of third grade students and improvements made in literacy for off track students.

Gap Closing Component: The Gap Closing component evaluates whether schools are closing/meeting expected performance thresholds for student subgroups across multiple measures. Monitoring this data ensures that schools are providing equitable learning opportunities that meet the needs of ALL students. It also aligns with a requirement that we set targets and monitor performance for student subgroups.

ELA and Math Achievement and Growth Indicators: These indicators from the Gap Closing component evaluate how well a school does in meeting the needs of individual student subgroups in ELA and Math. We include the measure to emphasize the need to meet achievement and growth targets for all subgroups of students. Including these types of measures is also a component of how we are evaluated as a sponsor.

Chronic Absenteeism Indicator: The Chronic Absenteeism indicator is a specific measure found within the Gap Closing component. We place emphasis on this measure as a mission specific metric that reflects our shared belief that students cannot succeed in school if they do not consistently attend school.

Peer group calculations

For each school, we create a matched peer group of other demographically similar charter schools. The purpose of these peer groups is to: 1) inform schools of how they perform relative to their demographic peers and 2) provide schools another opportunity to meet standards in this academic framework. Our belief is that even if a school is not meeting state standards, they should be considered for renewal if they show evidence that they provide a superior educational experience compared to other, similar schools.

To calculate peer groups, we consider three different matching factors: the percentage of students with disabilities, the percentage of English language learners, and the percentage of economically disadvantaged students. These factors were selected to focus grouping on demographic characteristics that are largely outside of a school's control, as opposed to performance characteristics (like attendance, achievement, etc.) which are an output of the school. We are also limited by what data is made available for all schools by the Ohio Department of education.

Peer groups are calculated by finding the standardized distance between a sponsored school and every other charter school in the state of Ohio for the above three factors. The first step is to standardize each of the three factors above. This means setting the mean at a value of zero and values for each of the factors represents the number of standard deviations above or below the mean that a school falls on. Using the three standardized factors, we then calculate the Euclidean distance between all schools. The formula for two schools (p, q) given three input factors (1, 2, 3) is:

$$d(p, q) = \sqrt{(p_1 - q_1)^2 + (p_2 - q_2)^2 + (p_3 - q_3)^2}$$

All schools with a total distance less than 0.75 units are considered a peer. In practice, this means that schools will be matched to other schools that are slightly different to them across all three factors OR very similar to them on two factors but moderately different on a third factor. The selection of the cut point to use for determining which schools are in a peer group balances the desire to have a large peer group to compare to while also ensuring that schools are not dissimilar to each other.

Part 2. Financial Performance Framework

Effective July 1, 2024

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 and Workforce (D.E.W.), 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 well-being 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 OR Planned decrease in Net Assets resulting in a 0 or negative Total Net Position
Budget Variance	Budgeted revenues and expenses compared to actual revenues and expenses	More than 10% negative variance on major budget lines AND Net Assets are lower than budgeted

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 D.E.W. 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);
- 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 OR Planned decrease in Net Assets for the year resulting in a positive Total Net Position		Unplanned decrease in Net Assets OR Planned decrease in Net Assets resulting in a 0 or negative Total Net Position
Budget Variance	Budgeted revenues and expenses compared to actual revenues and expenses	No more than 10% negative variance on major budget lines OR More than 10% negative variance on major budget lines AND Change in Net Assets is equal to or better than budgeted		More than 10% negative variance on major budget lines AND Net Assets are lower than budgeted
Debt to Assets Ratio	Total liabilities divided by total assets	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 and Workforce (D.E.W.) requirements, contract requirements, and state law. When a number is listed in the Item column, it refers to the number from D.E.W.'s School Compliance worksheet, available online and updated annually. CMSD staff consulted with all of its sponsored schools to prioritize and organize these items. Items are weighted according to their importance and are organized into nine categories: Access and Student Rights, Health and Safety, Human Capital, Governance, Admissions, Educational Program, Fiscal, Site Visit, and Other.

CMSD aims to maximize school operational autonomy by articulating the base set of state and federal laws, rules, regulations, and contractual obligations that apply to its sponsored schools. CMSD will primarily use Epicenter to track compliance. Items not submitted by Epicenter deadlines will result in lost points for those items. Policies/compliance items will be reviewed on due dates. Some compliance-related requirements cannot be assessed via Epicenter. CMSD will also conduct fall and spring site visits, as required by law. CMSD will provide schools with advance notice of site visits. Please review the CMSD Comprehensive Site Visits: Purpose and Protocol document for detailed information on site visits. The bulk of Epicenter due dates are aligned with the fall and spring site visits. For example, CMSD will review all special education policies in the fall and all admission policies in the spring.

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

Scoring

100 points possible

Exceeds Expectations: 90 to 100 points

Meets Expectations: 80 to 89 points

Does Not Meet Expectations: Below 80 points

- Category 1: Access & Student Rights, 18
- Category 2: Health & Safety, 14
- Category 3: Human Capital, 12
- Category 4: Governance, 14
- Category 5: Admissions, Enrollment, and Attendance, 8
- Category 6: Education Program, 10
- Category 7: Fiscal, 7
- Category 8: Site Visit, 8
- Category 9: Other, 9

1. Access & Student Rights (18 points possible)

1A) Subcategory: Special Education (13)

Item	Description	Points possible
171, 172, 174, 175, 176, 178	Written policies for special education as required by Ohio Revised Code: <ul style="list-style-type: none"> • Provision of services (171) • 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 D.E.W. 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 foodservice 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	The school timely (as defined in ORC 5502.262) submitted an emergency management plan as required by the Director of Public Safety.	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	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 D.E.W..	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	The school provides required intensive reading instruction for students, consistent with the requirements of 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 D.E.W..	1
309	School administers all required assessments and submits all data required to calculate the report card to D.E.W..	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 D.E.W.. 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 D.E.W..	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 D.E.W. requirements	School complies with any items included in latest annually updated D.E.W. 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 and Workforce's (D.E.W.'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 D.E.W.'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 D.E.W. oversight of sponsors, and <https://education.ohio.gov/Topics/Community-Schools/Sponsor-Ratings-and-Tools/2023-2024-Sponsor-Evaluation-Tools> provides guidance from D.E.W. 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	Indications of weak or declining performance identified through routine monitoring, site visits, or other means; Repeated failure to meet or submit requirements on a timely basis, which may include being placed on a corrective action plan for noncompliance.	Written notice to school governing authority detailing severity of concern, CMSD’s requirements for resolution, timeline, and consequences if not satisfactorily remedied; Corrective action plan developed by the school and approved by CMSD, as necessary, and aligned with D.E.W. guidance. ²
Level 2: Notice of Breach	Failure to satisfactorily remedy or make substantial progress toward remedying previously identified concern(s); Failure to meet multiple performance targets; One or more indicator-level “Falls Far Below” ratings on any Performance Framework; Failure to comply with applicable law, or breach of contract.	Written notice to governing authority detailing severity of concern, CMSD’s requirements for resolution, timeline, and consequences if not satisfactorily remedied; Specialized site visit, if necessary; Meeting with governing authority, as necessary; Remedial action plan developed by the school and approved by CMSD, as necessary.
Level 3: Notice of Probationary Status³	More than two “Falls Far Below” ratings on any Performance Framework; 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.	Remedial action plan developed by the school and approved by CMSD; Meeting with governing authority; Specialized site visit, if necessary; If needed, CMSD may appoint an agent to monitor implementation of remedial action plan.

² More information on corrective action plans, per D.E.W. guidance to sponsors on monitoring reporting requirements, is available in the Sponsor Evaluation Technical Document, pp. 6-8:
<https://education.ohio.gov/getattachment/Topics/Community-Schools/Sponsor-Ratings-and-Tools/2023-2024-Sponsor-Evaluation-Tools/2023-24-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
Level 4: Suspension of Operation of School⁴	<p>Continued failure to comply with applicable law or with the community school contract;</p> <p>Failure to meet or make sufficient progress toward meeting terms of the remedial action plan, as relevant;</p> <p>Noncompliance with an applicable health or safety standard (<i>requires immediate suspension</i>).</p>	<p>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;</p> <p>Meeting with governing authority; Remedial action plan developed by the school and approved by CMSD;</p> <p>If needed, CMSD may appoint an agent to monitor implementation of remedial action plan.</p>
Level 5: Termination Review	<p>Extended pattern of failure to comply or to meet performance targets;</p> <p>Failure to satisfactorily address or make sufficient progress toward meeting terms of probation;</p> <p>Failure to remedy reason(s) for suspension of school operation;</p> <p>Applicable conditions for termination set forth in charter school law.⁵</p>	<p><i>Termination review process will be conducted in accordance with state law and will include:</i></p> <p>Written notice from CMSD stating reason(s) for proposed termination;</p> <p>Specialized site visit, if necessary;</p> <p>Opportunity for an informal hearing;</p> <p>CMSD decision to terminate or not terminate.</p>

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, <https://codes.ohio.gov/orc/3314.07>.