B.3 Management & Operation

The Havasu Preparatory Academy High School Board and the Governing Body will oversee and are ultimately responsible for (i) all aspects of Havasu Preparatory Academy High School and its operations, (ii) the implementation of all aspects of the charter contract, and (iii) holding the School Director, Leona Arizona Management, LLC/The Leona Group (CMO), and staff accountable to carry out the policies and procedures of Havasu Preparatory Academy High School. All minutes the Governing Body meetings shall be submitted to the Havasu Preparatory Academy High School Board.

The CMO was selected for this particular school for a variety of data-driven reasons. It currently manages 26 schools in the state of Arizona that offer a broad variety of programmatic platforms. The CMO embraces the idea that schools are strongest when they organically evolve through the hopes and beliefs of stakeholders. Because of this paradigm, the CMO actively supports schools in developing and expanding to meet the needs of the community. The Havasu community approached this CMO to operate Havasu Preparatory Academy (elementary program) due to the experience with elementary and middle schools in Phoenix. Now the Havasu community is requesting the same type of community based programming for their high school students. This CMO has experience with serving a broad range of high school students from credit recovery to college preparatory. Their experience matches the already identified needs in the current K-9 population ranging from at-risk students to students who are excelling in their grade level. The belief is that this CMO will be able to effectively reach the wide variety of students at the high school level as they are already working with the same population at the elementary and middle school levels. This CMO has a strong infrastructure to effectively support all aspects of school start-up and operations. Currently, they successfully manage several programs of interest to Havasu Preparatory Academy High School. South Ridge High School and Alta Vista High School both offer highly-effective RtI programs that promote high student achievement and growth, earning each school an ‘A’ and ‘Alt-A’ from the state of Arizona. They have also worked closely with Joanne Allain and Nancy Eberhart to fine-tune their RtI protocols. Additionally, the CMO manages several high school programs that offer a wide range of programs to their students, including vocational programs, college bound preparation programs, and successful high school start start-ups in the last several years.

This CMO also has a history of instructional and programmatic expertise in delivering remedial programs as well as college preparation services to students. This has included high school bilingual programs for non-English speaking students, vocational programming for at-risk students, and college preparation programs for all students. For the past decade, the CMO has adopted the SIOP model to promote effective, language-rich instruction for all students. They have worked closely with Joanne Allain and Nancy Eberhart and a variety of trainers with expertise in RtI to provide valuable professional development for all teachers and administrators. The CMO, pedagogically, has beliefs about learning for all students that are steeped in the most current research and mirror the ideals of Havasu Preparatory Academy High School.

The CMO will be contractually obligated to provide management and operational services (CMO Services) to Havasu Preparatory Academy High School consistent with the charter contract and applicable law and regulation. In rendering those CMO Services, the Chief Operating Officer (COO) of the CMO will interface with and report directly to the Governing Body of Havasu Preparatory Academy High School and to the Havasu Preparatory Academy High School Board, as applicable regarding all administrative and operational aspects Havasu Preparatory Academy High School. The next level of CMO Services management consists of the CMO's Chief Financial Officer (CFO), the CMO's Vice President of Human Resources, the CMO's Vice President of Academic Support Services and the CMO's Chief Information Officer (CIO). All report to the COO and provide operational accountability within their respective departments.

The CFO oversees the CMO's Director of Finance who works collaboratively with both the school leader and the COO to ensure that an accurate budget is created based on true estimated student counts. The budget is then monitored monthly and adjusted accordingly. Additionally, under the direct supervision of the CMO's Director of Finance there are experts well prepared to process and handle all accounts payable and payroll to ensure the highest level of accuracy and accountability for the school. The Director of Finance coordinates an external, independent audit for the school to ensure that all laws, policies, and protocols are being followed, as required by the charter contract, at Havasu Preparatory Academy High School.

The CMO's Vice President of Human Resources and the human resources staff work collaboratively with both the school leader and the COO to ensure employability needs of Havasu Preparatory Academy High School are met. In addition, the CMO will assure that Havasu Preparatory Academy High School is compliant with all applicable federal and state statutes and regulations. This often times is a direct point of contact for both the school based leaders and staff to resolve or mediate any concerns that may arise.

The CMO's Vice President of Academic Support Services reports directly to the COO and oversees a critical department with respect to the No Child Left Behind Act , IDEA and Arizona academic requirements. Within this department, all federal entitlements and grants are overseen, the curriculum is monitored by the CMO's Quality Schools Department, and the needs of English language learners are addressed through the CMO's English Language Acquisition Department. Finally, any and all services for 504 Plans and special education students are addressed through our CMO's Special Education Department.

The Havasu Preparatory Academy High School’s school leader handles the day to day operations at the site-level. All instructional and support staff are supervised and led by the school leader. Students, parents and community members have a direct line of communication at all times with the instructional staff and the school leader. At any time, parents have a direct line to the Governing Body and to CMO staff. If a student or parent is unsatisfied with a resolution from the school leader, they may request that the item be discussed with the Governing Body. The Governing Body is the top level to which a student or parent may bring a

concern. All stakeholders are encouraged to work collaboratively with the school leader and Governing Body.

The school leader will have direct budget management assistance from the five member CMO's Finance Department in Arizona. The CMO's finance personnel will assist the school leader with developing and maintaining an appropriate budget that is fiscally sound. The six member human resources department works with the school leader to ensure compliance with all personnel matters including recruitment, hiring, employee improvement plans, terminations and benefit plan enrollment.

On the instructional side, the English Language Acquisition Department (ELAS) will assist the school leader with all academic needs and programming for English language services. Staff training is provided by site level personnel and the Director of ELAS. The ELL director and support staff, work with site level coordinators and facilitators to ensure that the staff is trained in working effectively with ELL students. This training includes identification, specific curricular/instructional needs, testing (AZELLA) and professional staff development to meet those needs.

On the instructional side, the school leader will have support from the Director of Exceptional Student Services (ESS). The ESS Director, along with her support staff of two, work with site level coordinators and the leader to ensure that the staff is trained in working effectively with ESS students and meeting all of the legal requirements of IDEA. This training includes identification/screenings, IEP use, specific curricular/instructional needs, testing (Galileo and/or special education evaluations and individualized testing needs) and professional staff development to meet those needs. The ESS Department contracts with speech and language therapists, psychologists (for initial evaluations), and physical/occupational therapists to ensure that all needs are met as outlined by each child's IEP. Costs associated with ESS were determined by reviewing costs for comparable schools with similar populations. These services are currently contracted through Learning Detectives and Professional Education and Assessment for Kids (PEAK).

The Data Director works directly with the Office Managers and the school leader to ensure compliance with SAIS reporting requirements. In addition, a district level test coordinator works with and trains site level test coordinators. This serves to maintain compliance with all state level testing requirements.

The CMO's two member Quality Schools Initiative department works with site based curriculum coaches to ensure curricular implementation as well as provides professional development to coaches to enhance their teacher mentoring roles. The CMO's two member Language Acquisition Services department will work with instructional staff to strengthen the pedagogy and instructional practices of the school.

The CMO's two member grants management team works closely with the school leader and the entire corporate support staff to ensure that grant monies are planned for, received and correctly allocated. The CMO Academic Support Services Department works together as a team in order to plan and implement professional development company wide on a quarterly basis, as

well as support each school with individual professional development needs. To ensure that all support services are in place, each school participates in regular internal audits/checks, both announced and unannounced, throughout the year. These checks help to ensure programs are running smoothly, and in compliance with the federal and state regulations. If problems are noted, corrective action and support services are provided in a timely manner.

The following expertise is provided by the CMO in the provision of the CMO Services for each of the vice presidents, directors, and others that will have leadership roles at Havasu Preparatory Academy High School.

Patrick Lawrence, Chief Financial Officer
Patrick Lawrence holds a Bachelor's Degree in Finance and has held the position of CFO with the CMO for over 13 years. Patrick oversees the finance department which includes the Director of Finance and accounts payable. He works collaboratively with the school leader on budgets (proposed, adopted and revised) and the school's cash flow, ensuring financial compliance and accountability over both state and federal funding

Teri Knick, Vice President of Human Resources
Teri Knick holds a Bachelor's Degree and brings over twenty years experience in Human Resources Management and leads a team of six in meeting the school's employee needs. Teri is a skilled mediator and extremely knowledgeable in employment law, benefits, and recruitment. She has corporate-wide responsibilities.

Mary Berg, Vice President of Academic Support Services
Mary Berg holds a Master's degree and has over ten years of experience in teaching and administration in the CMO's schools. She served as the former Director of QSI and has participated in the Santa Cruz Leadership Academy training through the New Teacher Center at the University of California, Santa Cruz.

Rachael Parks, Chief Information Officer
Rachael Parks has over fifteen years of experience at Leona in both the HR rand Technology departments. She oversees a large team of technology experts who hold specialties in a wide variety of areas: programming, networking, hardware, software integration, and instructional technology.

Sally Moore, Director of Federal Programs
Sally Moore holds a Master's in Education, an Arizona Principal's certificate and over nine years experience working with both federal and state grants. Sally works hand in hand with the school leader to assist in applying for, managing and reporting on federal and state entitlements. Additionally, Sally assists with compliance regulations surrounding highly qualified status, Title I targeted assistance and school wide programs and overall grants management.

Emily Britton, Director of Quality Schools Initiative
Emily Britton holds a Master's Degree in Arts and Education, an Arizona Secondary teaching certificate in English and ELL, and Microsoft IC^3 certification. She brings over sixteen years of school leadership experience in the charter school arena. Emily has been an AdvancED QAR

Chair for Arizona since 2006 as well as a Technical Review Panelist for the AZ State Board for Charter Schools. Emily possesses the knowledge and expertise necessary to assist in guiding school leadership through the mandates of No Child Left Behind, Common Core transitioning, AZ Learns, and overall curricular guidance.

Heidi Sinkovic, Director of Exceptional Student Services
After completing her MA, Heidi completed a post-baccalaureate degree in secondary education. Heidi has evolved with Leona for ten years as a teacher, special services site coordinator, and director. She holds both an Arizona Cross-Categorical K-12 Special Education certification, SEI endorsement, and her Arizona certification in Secondary English. She has served on numerous ADE monitoring teams for external self-assessment and onsite monitoring visits. Within Leona, Heidi oversees a team of forty site coordinators and paraprofessionals to ensure all exceptional students receive the necessary modifications and support to succeed. Heidi also coordinates all 504 protocols and plans for our sites.

Abigail Broderick, Director of English Language Acquisition Services
Abigail Broderick holds a bachelor's degree in Elementary Education and is highly qualified to teach high school English as well as classes for English Language Learners. She has over eight years of teaching experience at the elementary and high school levels including her current position as director of English Language Acquisition Services. Abigail has primarily taught English Language Learners and her experience working with them has led her to be able to support the ELL programs at 26 charter schools. She provides support by ensuring that programs, compliance, curriculum, coaching, and culture is in place in order for ELL students to successfully transition into mainstream classrooms.

Darla Eddy, Director of Data Management
Darla Eddy holds a Master's in Education and possesses over seven years experience in data management at the school level. Darla oversees all ADE uploads, SAIS reporting changes and compliance with respect to enrollment and attendance. Darla has extensive knowledge and training on the student management system currently in use by all the CMO's Arizona schools.

Scott Shelley, Budget Manager

Scott Shelley holds a Bachelor's Degree in Business Administration from California State University Fullerton. Scott assists school leaders in creating, managing, and maintaining annual board approved budgets. He performs analysis of actual expenditures in relation to budgeted figures to provide guidance in achieving financial goals.