Organization Description

B.3.1 Education Service Providers

There will be a contract with an educational management organization.

CMO Contract

The governing board for Havasu Preparatory Academy High School has chosen to contract with a CMO to provide academic, financial and human resources services. The board does have experience in these areas but feels that support is needed in overseeing and providing support to the daily operations of the school. The school is not large enough to justify employing a staff to oversee the needs in the areas of finance, human resources and academic support services that are critical to the ongoing operation of the school. The board feels that by contracting with a CMO the school will be able to dedicate more resources to education of students.

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 Leona Group has been in operation since 1995 in Michigan. Currently Leona Group serves schools in Indiana, Ohio, Michigan, Florida and Arizona. Eighteen years ago, the Leona Group opened its first two high schools in Arizona and has now grown to include sixteen high schools, two middle schools, and seven elementary sites. Of the 25 schools, five are elementary, and of those, one is an alternative school. The middle schools are alternative. There are sixteen high schools, of which thirteen are alternative high schools. All alternative schools earned one A-Alt, seven B-Alts, and 6 C-Alts. The three non-alternative high schools earned one A, one B, and one C. Of the five elementary programs, two earned Bs, two earned Cs, and one earned a D. Only one of the elementary programs is designated as an alternative school.

CMO Services Provided

The school will have financial management and direct budget management assistance from the five member Leona Group Finance Department in Arizona. The Leona Group finance personnel will assist the school leader with developing and maintaining an appropriate budget that is fiscally sound. All financial record keeping will be provided to include purchasing and receiving services and accounts receivable and payable.

The six member HR department works with the school leader to ensure compliance with all personnel matters including recruitment, hiring, contracted services, employee improvement plans, terminations and benefit plan enrollment. All payroll is handled by the Human Resource department.

On the instructional side, the school leader will have support from the ten member Leona Group Academic Support Services department. This department will assist the school leader with all academic needs including but not limited to: grants management, curriculum and instruction, assessment, professional development, teacher mentors, special education, data management, and English language services. Staff training is provided by site level personnel and the Academic Support Services Department. The SPED and ELL directors, along with their support staff of two, work with site level coordinators and the leader to ensure that the staff is trained in working with both SPED and ELL students. This training includes identification, specific curricular/instructional needs, testing (AZELLA or coordination of specialized contractual SPED testing) and staff development to meet those needs. 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 two member QSI 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 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 grants department is responsible for entitlement grants as well as competitive grants.

CMO Relationship

The relationship between the school and the CMO will support the schools mission of: *providing a nurturing environment for learners that encourages high expectations for success through the*

use of technology, the arts and cooperative learning instruction. Every student will be provided with ample opportunities to become involved in their community through leadership roles, all while enhancing compassion, support and cultural diversity. This support will be provided by the academic support services by planning and implementing professional development on a company-wide quarterly basis, as well as support the school with individual professional development needs as determined by the professional development needs survey. By participating in benchmark testing (Galileo) the school and CMO will be able to ensure that the student AMO levels are on track for meeting state requirements. To ensure that all support services are in place, each school participates in regular internal audits/checks, both announced and unannounced, throughout the year in all three major support areas: finance, HR and Academic Support. The finance department holds quarterly budget meetings and provides budget to actual expense reports every two weeks. The Academic Services department conducts audits of student data management, ELL services and the Special Education services at least twice a year. Each director (ELL, Special Education, Data, Grants Management and Quality Schools) also holds meetings with the coordinators/coaches/managers at the school level on a bi monthly basis in order to share information and provide PD. These checks/ bi monthly meetings help to ensure programs are running smoothly and are in compliance with the federal and state regulations. If problems are noted, in any area the internal checks and audits will allow corrective action and support services to be provided in a timely manner.
The Leona Group expects all schools to meet state (AZLEARNS) and federal (AYP) goals as well as meet the ASBCS measure of academic success (quadrant 1 on the growth chart). All schools are expected to be involved in continual school improvement. The Academic Support Team will work with the school to develop/implement and assess a plan devised to enable the school to address any deficient areas.

Roles and Responsibilities
The Academy Board and the Governing Body of the Academy will oversee and are ultimately responsible for (i) all aspects of the Academy and its operations, (ii) the implementation of all aspects of the charter contract, and (iii) holding the School Director, Leona Arizona Management, LLC (CMO), and the Academy staff accountable to carry out the policies and procedures of the Academy. All minutes the Governing Body meetings shall be submitted to the Academy Board.
The CMO will be contractually obligated to provide management and operational services (CMO Services) to the Academy 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 the Academy and to the Academy Board, as applicable regarding all administrative and operational aspects of the Academy. 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 Academy school leader handles the day to day operations at school site.

CMO Evaluation
The Board will evaluate the CMO in June and will consider such things as:

- the quality of service provided to include timeliness, comprehensiveness, accuracy, usefulness,

- performance to include management, teamwork and communication, analysis and decision-making, leadership, use of resources, relationships with others, and technical performance.

These items will be evaluated using a scale with 1 being poor and 5 being excellent. The evaluation will compare performance against expectations on a numerical scale.

The Board will share the tool with the CMO in the fall and the findings will be shared the following summer. Any areas that are below expectations will include a PMP that will need Board approval. The results of the evaluation will determined the continued employment of the CMO.

Costs

The costs for the school to employ the CMO are not located in the Start up budget as during the start up period there will be no direct charges from the CMO. The three-Year operational budget will contain costs at the rate of .05(revenue) for the first year, .06 (revenue) second year and .07 (revenue) for the third year (budget line item #36).