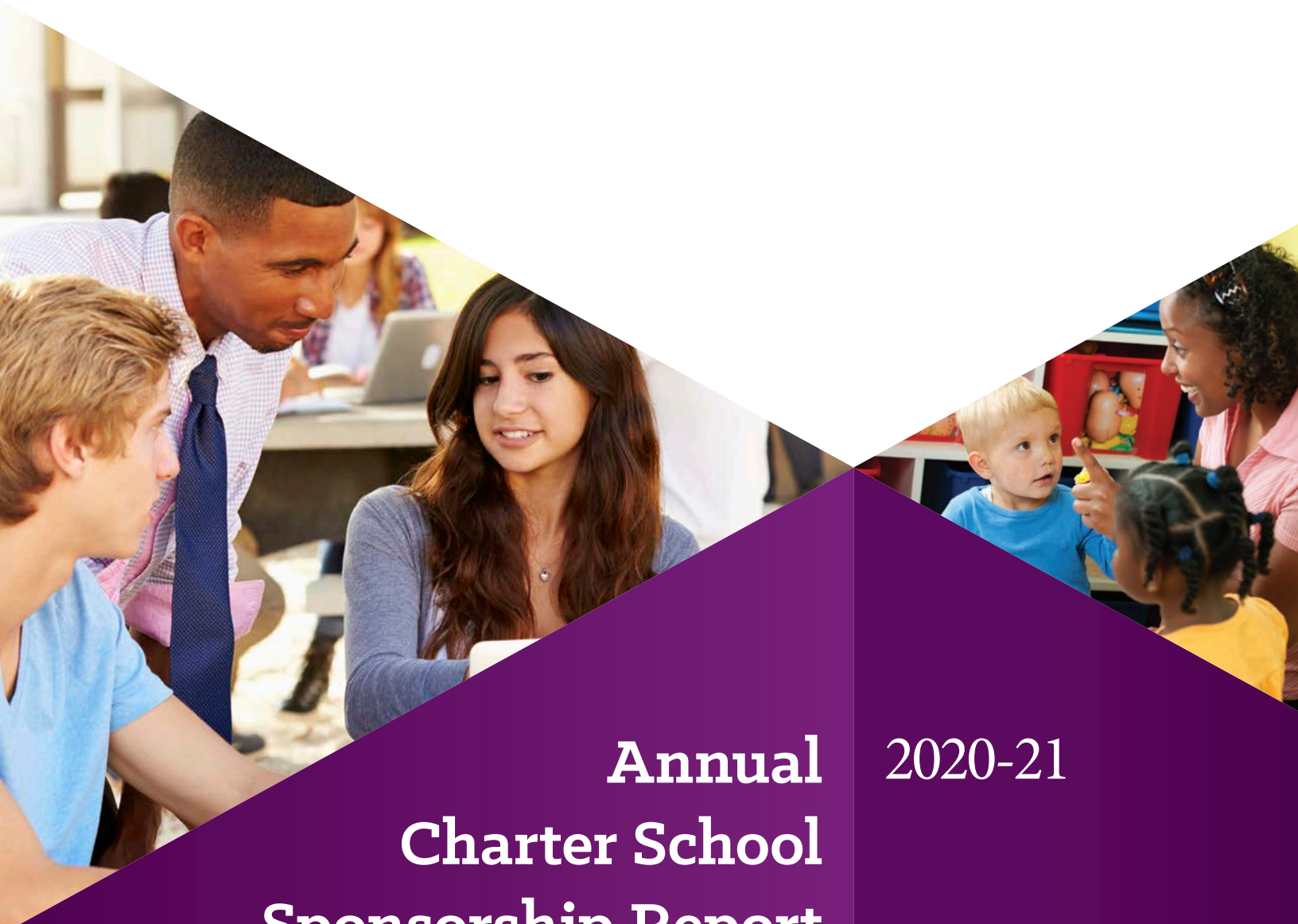




CLEVELAND
METROPOLITAN
SCHOOL DISTRICT



**Annual
Charter School
Sponsorship Report**

2020-21

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INTRODUCTION

The Cleveland Metropolitan School District (CMSD) is a portfolio school district, committed to the goal of ensuring that all students in Cleveland have the opportunity to attend a high-quality public school. Integral to the portfolio strategy is an understanding of and support for the valuable role public charter schools (also referred to as community schools) can play in educating students. CMSD is committed to helping support and expand high-quality charter schools. There are three distinct ways in which CMSD works with charters —as a sponsor, as a partner, and through the District/Charter Compact. A brief description of these relationships is provided below; more information is at <https://ClevelandMetroSchools.org/Charters>.

How CMSD works with public charter schools:

1) As a Charter School Sponsor

CMSD sponsored nine public charter schools during the 2020-21 year. A summary of their academic, organizational, and financial performance is detailed in this report. CMSD most recently revised its performance standards for the 2017–18 year. Adjustments have been made annually to the framework since the last major overhaul that year.

2) As a Charter School Partner

The Cleveland Plan, signed into law in 2012, created a unique way that charter schools and CMSD could work together more collaboratively. Known as partnership, and defined in Ohio law in Section 3311.86 of the Revised Code, this relationship allows CMSD to share a portion of the proceeds of the local education levy approved by Cleveland voters in 2012. All CMSD-sponsored schools are partners. Additionally, charters not sponsored by CMSD can apply for partnership. In 2020-21, CMSD partnered with 17 charters, which included our nine sponsored schools along with The Intergenerational School, Village Preparatory School Woodland Hills, Northeast Ohio College Preparatory School, Cleveland College Preparatory School, Stepstone Academy, Horizon Science Academy Cleveland, and Menlo Park Academy.

3) Through the Gates District/Charter Compact

The Bill and Melinda B. Gates Foundation announced a District-Charter Collaboration Compact initiative in December 2010 to encourage and support collaboration in major metropolitan areas across the country. Since then, more than a dozen cities have signed Compact agreements detailing the ways in which districts and charters would work together for the benefit of all children in the city. Cleveland was awarded a district/ charter planning grant in 2014 and finalized its district-charter Compact agreement in December of 2015. The Compact work is underway, with subcommittees comprised of district and charter staff working in areas including policy, enrollment, and special education.



DESCRIPTION OF PERFORMANCE STANDARDS

Ohio law requires sponsors to submit an annual report evaluating and summarizing the compliance of each school they sponsor in the areas of academic performance, fiscal performance, organization and operation, and legal compliance. CMSD sponsored nine schools during the 2020-21 year. For academic, fiscal, and organizational and operational performance, sponsors are to identify whether a school met, exceeded, or did not meet the expected performance level. For legal compliance, sponsors must identify whether the category was met or not met.

CMSD defines performance expectations for each sponsored school in its charter contract. Descriptions of CMSD's performance expectations for each category, and methodology, appear in the appendices to this report. Appendix A contains the academic performance expectations. Appendix B contains the financial performance expectations. Appendix C contains both the organizational and operational expectations and the expectations for legal compliance. Please note that CMSD uses audited financial information as part of both the financial and organizational and operational categories.

All CMSD-sponsored schools adhere to the same financial and organizational performance expectations. The academic expectations are the same for all brick and mortar schools serving any grade between third and eighth in the 2020-21 year.

Due to the COVID-19 pandemic and the lack of state report card data, only one of the accountability framework academic indicators (attendance) was available for 2020-21. CMSD collected internal assessment data for monitoring and oversight purposes and oversaw all schools' remote learning efforts.

Please also note that because CMSD's performance frameworks do not directly correspond to the requirements of ODE's annual report, modifications have been made and are described below. For example, CMSD often uses four categories (exceeds, meets, does not meet, falls far below) to assess performance in an indicator, whereas ODE uses three categories. Also, CMSD does not produce an overall rating for each category. CMSD considers each indicator but may assign more weight to certain indicators. Additionally, for the purposes of this report, CMSD has extracted the indicator for legal compliance from its organizational framework and assigned each school's rating in that area to the overall legal compliance category. CMSD also uses certain information in a variety of frameworks. For example, audit reports are used for financial reviews but are also considered as part of the organizational framework.

An overall summary of each school's rating in each of the four performance areas required by ODE appears on the next page, along with a description of how CMSD defines the four components required. Additional information on indicators and methodology can be found elsewhere in the report and in the appendices.



Summary of 2020-21 performance

School Name and IRN	Academic	Finance	Organization & Operation	Legal Compliance
Citizens Academy (133520)	Did Not Meet	Exceeded	Exceeded	Met
Citizens Academy Southeast (015261)	Did Not Meet	Met	Exceeded	Met
Citizens Leadership Academy (012029)	Did Not Meet	Met	Exceeded	Met
Citizens Leadership Academy East (012852)	Did Not Meet	Exceeded	Exceeded	Met
Lakeshore Intergenerational School (014913)	Did Not Meet	Exceeded	Exceeded	Met
Near West Intergenerational School (012030)	Met	Exceeded	Exceeded	Met
Village Preparatory School Cliffs (011291)	Did Not Meet	Exceeded	Exceeded	Met
Village Preparatory School Willard (015722)	Did Not Meet	Exceeded	Exceeded	Met
Wings Academy 1 (000736)	Did Not Meet	Exceeded	Exceeded	Met

Description of Overall Ratings:

Academic

A school met expectations if it met the attendance indicator. Otherwise, a school did not meet expectations.

Financial

A school exceeded overall expectations if it met all seven indicators. A school met expectations if it met five or six indicators. A school did not meet expectations if it did not meet at least five applicable indicators.

Organizational and Operational:

A school exceeds expectations if it scored 90 percent or more on the organizational framework. It met expectations if it scored 80–89 percent. It did not meet expectations if it scored below 80 percent.

Legal

A school met expectations if its compliance rating from Epicenter was at least 85 percent.



DETAILED ACADEMIC PERFORMANCE SUMMARY

The following table provides a summary of how each CMSD-sponsored charter school did on the applicable 2020-21 report card measures. Please note that none of these schools serve any grade higher than eight. For more information on CMSD’s academic performance standards, please see Appendix A.

Table 1

Building Name	Grade-span in 2020-21	Overall Grade	Achievement	Progress	Gap Closing	K-3 Literacy	Enrollment
Citizens Academy	K-5	NR	NR	NR	NR	NR	312
Citizens Academy Southeast	K-7	NR	NR	NR	NR	NR	576
Citizens Leadership Academy	6-8	NR	NR	NR	NR	NR	152
Citizens Leadership Academy East	K-8	NR	NR	NR	NR	NR	593
Lakeshore Intergenerational School	K-8	NR	NR	NR	NR	NR	248
Near West Intergenerational School	K-8	NR	NR	NR	NR	NR	242
Village Preparatory School Cliffs	K-8	NR	NR	NR	NR	NR	720
Village Preparatory School Willard	K-8	NR	NR	NR	NR	NR	534
Wings Academy 1	K-8	NR	NR	NR	NR	NR	193



Academic Performance Summary, Continued:
Table 2 (Attendance Data)

	Overall	Black	White	Hispanic	Multiracial	Asian	Students with Disabilities	Econ. Dis.	ELL	Male	Female
Citizens Academy	88	87.9	NC	NC	NC	NC	89.6	88	NC	87.3	88.9
Citizens Academy Southeast	86.3	86.3	NC	NC	88.8	NC	83.5	86.3	NC	85	87.7
Citizens Leadership Academy	79.4	79.5	NC	NC	NC	NC	73.2	79.4	NC	78.3	80.5
Citizens Leadership Academy East	82.3	82.2	NC	NC	85.6	NC	82.7	82.3	NC	81.6	82.9
Lakeshore Intergenerational School	91.2	90.7	95.7	NC	NC	NC	89.6	91.2	NC	91.2	91.2
Near West Intergenerational School	92.8	91.1	94.8	92.8	92.6	NC	92.6	92.8	NC	92.7	92.9
Village Preparatory School Cliffs	76.5	76	78.5	63.1	NC	88.3	73.3	76.5	89.7	75.4	77.7
Village Preparatory School: Willard	84.7	84.8	83.1	84.4	84.1	NC	84.7	84.7	87.8	83.8	85.5
Wings Academy 1	82.6	82.6	NC	NC	NC	NC	84.6	82.6	NC	82.8	82.5



FINANCIAL PERFORMANCE SUMMARY

The following table provides a summary of how each CMSD-sponsored charter school did on the contractual financial performance measures. For more information on these performance standards, please see Appendix B.

Building Name	Days Cash	Current Ratio	Enrollment	Surplus/ (Deficit)	Budget Variance	Increase/ (Decrease) in cash	Debt to Assets Ratio
Citizens Academy	Meets	Meets	Meets	Meets	Meets	Meets	Meets
Citizens Academy Southeast	Meets	Meets	Meets	Concern	Meets	Meets	Meets
Citizens Leadership Academy	Meets	Meets	Meets	Concern	Meets	Meets	Meets
Citizens Leadership Academy East	Meets	Meets	Meets	Meets	Meets	Meets	Meets
Lakeshore Intergenerational School	Meets	Meets	Meets	Meets	Meets	Meets	Meets
Near West Intergenerational School	Meets	Meets	Meets	Meets	Meets	Meets	Meets
Village Preparatory School Cliffs	Meets	Meets	Meets	Meets	Meets	Meets	Meets
Village Preparatory School Willard	Meets	Meets	Meets	Meets	Meets	Meets	Meets
Wings Academy 1	Meets	Meets	Meets	Meets	Meets	Meets	Meets

INDIVIDUAL SCHOOL PROFILES
2020-21

The bottom half of the page features a decorative graphic consisting of several overlapping triangles in two shades of purple. A large, dark purple triangle points upwards from the bottom right towards the center. Overlapping its left side is a lighter purple triangle that points downwards from the top left towards the center. The intersection of these two triangles creates a smaller, light purple triangle in the center. The overall effect is a modern, abstract geometric design.



Citizens Academy (133520)

10118 Hampden Avenue, Cleveland, OH 44108
(216) 791-4195
<http://citizensacademy.org>

Mission: To produce learners who exemplify academic excellence and responsible citizenship.

2020-21 Highlights:

Breakthrough Public Schools made the decision early to start the 2020-21 school year virtually. The Network Academic Team created a rigorous remote learning program, which mirrored the standards of excellence expected from their in class instruction. To assist the Breakthrough families with employment obligations, they partnered with Open Doors Academy to open six of their facilities as Remote Learning Centers (RLCs). The RLCs provided students with a safe space to participate in distance learning.

At Citizens Academy, school leaders rewarded scholars with daily, on-time attendance by hand delivering pizzas to the highest performing students.

Academic Rating: Did Not Meet Expectations

Citizens Academy did not meet the attendance indicator.

Financial Rating: Exceeded Expectations

Measure	Metric	Outcome	Score
Days Cash on Hand	Total cash divided by (total budgeted expenditures -depreciation)/365	198.9	Meets
Current Ratio	Current assets divided by current liabilities	3.54	Meets
Enrollment	Actual FTEs divided by budgeted FTEs	100%	Meets
Surplus/(Deficit)	Change in net assets	1,508,168	Meets
Budget Variance	Budgeted revenues and expenses compared to actual revenues and expenses	<10% Neg.	Meets
Increase/(Decrease) in Cash	Change in cash position as compared to prior year	696,915	Meets
Debt to Assets Ratio	Total liabilities divided by total revenue	.28	Meets

Organizational and Operational: Exceeded Expectations

Citizens Academy scored over 90% on the Organizational Framework, which includes board training requirements, the annual audit, site visits, and others. CMSD’s site visits and data collection confirm that the school is complying with its education program and other requirements as defined in its charter contract.

Legal: Met Expectations

Citizens Academy successfully completed and submitted 100 percent of required compliance items.



Citizens Academy

Historical Performance and Prospect for Renewal

This section summarizes the school's performance over the current contract term.

Category	Year	Rating
Academics	2020-21	Did Not Meet
Financial	2020-21	Exceeded
Organization and Operation	2020-21	Exceeded
Legal	2020-21	Met

Prospect for Renewal

Due to the COVID-19 shutdown the only academic indicator last year was attendance. Citizens Academy merged with Citizens Leadership Academy and no longer exists as of July 1, 2021.



Citizens Academy Southeast (015261)

15700 Lotus Drive, Cleveland, OH 44128

(216) 586-3887

<http://citizensacademysoutheast.org>

Mission: To produce learners who exemplify academic excellence and responsible citizenship.

2020-21 Highlights:

Breakthrough Public Schools made the decision early to start the 2020-21 school year virtually. The Network Academic Team created a rigorous remote learning program, which mirrored the standards of excellence expected from their in class instruction. To assist the Breakthrough families with employment obligations, they partnered with Open Doors Academy to open six of their facilities as Remote Learning Centers (RLCs). The RLCs provided students with a safe space to participate in distance learning.

Middle school students held an epic virtual talent show to highlight the incredible abilities of their 6th and 7th grade scholars. They heard soulful singing and hilarious stand-up comedy, saw beautiful artwork and impressive dancing, and witnessed inspiring entrepreneurship.

Despite being virtual, the elementary school still found ways to celebrate their scholars. Every Monday, grade levels came together to study school virtues, celebrate each other with weekly awards, and have some fun!

Academic Rating: **Did Not Meet Expectations**

The school did not meet the attendance indicator.

Financial Rating: **Met Expectations**

Measure	Metric	Outcome	Score
Days Cash on Hand	Total cash divided by (total budgeted expenditures -depreciation)/365	87.92	Meets
Current Ratio	Current assets divided by current liabilities	1.9	Meets
Enrollment	Actual FTEs divided by budgeted FTEs	111%	Meets
Surplus/(Deficit)	Change in net assets	(44,916) Planned	Concern
Budget Variance	Budgeted revenues and expenses compared to actual revenues and expenses	<10% Neg.	Meets
Increase/(Decrease) in Cash	Change in cash position as compared to prior year	221,013	Meets
Debt to Assets Ratio	Total liabilities divided by total revenue	.52	Meets

Organizational and Operational: **Exceeded Expectations**

Citizens Academy Southeast scored over 90% on the Organizational Framework, which includes board training requirements, the annual audit, site visits, and others. CMSD's site visits and data collection confirm that the school is complying with its education program and other requirements as defined in its charter contract.

Legal: **Met Expectations**

Citizens Academy Southeast successfully completed and submitted 100 percent of required compliance items.



Citizens Academy Southeast

Historical Performance and Prospect for Renewal

This section summarizes the school's performance over the current contract term.

Category	Year	Rating
Academics	2020-21	Did Not Meet
Financial	2020-21	Met
Organization and Operation	2020-21	Exceeded
Legal	2020-21	Met

Prospect for Renewal

Due to the COVID-19 shutdown the only academic indicator last year was attendance. The sponsor will continue to monitor the school closely.



Citizens Leadership Academy (012029)

9711 Lamont Avenue, Cleveland, OH 44106
 (216) 229-8185
<http://citizensleadership.org>

Mission: To prepare our middle school students to lead in academics, service, and civic engagement in high school, college, and beyond.

2020-21 Highlights:

Breakthrough Public Schools made the decision early to start the 2020-21 school year virtually. The Network Academic Team created a rigorous remote learning program, which mirrored the standards of excellence expected from their in class instruction. To assist the Breakthrough families with employment obligations, they partnered with Open Doors Academy to open six of their facilities as Remote Learning Centers (RLCs). The RLCs provided students with a safe space to participate in distance learning.

At CLA, the final two Mondays of the school year were designated as in-person Field Days. Students were placed on teams to compete against each other in relays, tug of war, musical chairs, etc. This continued to build a strong collaboration between the students and staff.

Academic Rating: Did Not Meet Expectations

Citizens Leadership Academy did not meet the attendance indicator

Financial Rating: Met Expectations

Measure	Metric	Outcome	Score
Days Cash on Hand	Total cash divided by (total budgeted expenditures -depreciation)/365	98.75	Meets
Current Ratio	Current assets divided by current liabilities	2.78	Meets
Enrollment	Actual FTEs divided by budgeted FTEs	96%	Meets
Surplus/(Deficit)	Change in net assets	(182,873) Planned	Area of Concern
Budget Variance	Budgeted revenues and expenses compared to actual revenues and expenses	<10% Neg.	Meets
Increase/(Decrease) in Cash	Change in cash position as compared to prior year	184,775	Meets
Debt to Assets Ratio	Total liabilities divided by total revenue	.89	Meets

Organizational and Operational: Exceeded Expectations

Citizens Leadership Academy scored over 90% on the Organizational Framework, which includes board training requirements, the annual audit, site visits, and others. CMSD’s site visits and data collection confirm that the school is complying with its education program and other requirements as defined in its charter contract.

Legal: Met Expectations

Citizens Leadership Academy successfully submitted 100 percent of the required compliance items to CMSD.



Citizens Leadership Academy

Historical Performance and Prospect for Renewal

This section summarizes the school’s performance over the current contract term.

Category	Year	Rating
Academics	2019-20	Did Not Meet
Financial	2019-20	Exceeded
Organization and Operation	2019-20	Exceeded
Legal	2019-20	Met

Academics	2020-21	Did Not Meet
Financial	2020-21	Met
Organization and Operation	2020-21	Exceeded
Legal	2020-21	Met

Prospect for Renewal

Due to the COVID-19 shutdown the only academic indicator last year was attendance. The sponsor will continue to monitor the school closely.



Citizens Leadership Academy East (016843)

12523 Woodside Avenue, Cleveland, OH 44108

(216) 352-5900

<https://cla-east.org/>

Mission: To produce learners who exemplify academic excellence and responsible citizenship.

2020-21 Highlights:

Breakthrough Public Schools made the decision early to start the 2020-21 school year virtually. The Network Academic Team created a rigorous remote learning program, which mirrored the standards of excellence expected from their in class instruction. To assist the Breakthrough families with employment obligations, they partnered with Open Doors Academy to open six of their facilities as Remote Learning Centers (RLCs). The RLCs provided students with a safe space to participate in distance learning.

The middle school held a drive-up graduation ceremony for the 8th grade class. Families were directed to assigned parking spots in the school lot, and scholars waited in their vehicles until it was time to walk the red carpet, receive their diploma, and return to their families to celebrate!

Academic Rating: Did Not Meet Expectations

Citizens Leadership Academy East did not meet the attendance indicator.

Financial Rating: Exceeded Expectations

Measure	Metric	Outcome	Score
Days Cash on Hand	Total cash divided by (total budgeted expenditures -depreciation)/365	155.03	Meets
Current Ratio	Current assets divided by current liabilities	2.41	Meets
Enrollment	Actual FTEs divided by budgeted FTEs	98%	Meets
Surplus/(Deficit)	Change in net assets	594,802	Meets
Budget Variance	Budgeted revenues and expenses compared to actual revenues and expenses	<10% Neg.	Meets
Increase/(Decrease) in Cash	Change in cash position as compared to prior year	448,343	Meets
Debt to Assets Ratio	Total liabilities divided by total revenue	.42	Meets

Organizational and Operational: Exceeded Expectations

Citizens Leadership Academy East scored over 90% on the Organizational Framework, which includes board training requirements, the annual audit, site visits, and others. CMSD’s site visits and data collection confirm that the school is complying with its education program and other requirements as defined in its charter contract.

Legal: Met Expectations

Citizens Leadership Academy East successfully completed and submitted 100 percent of required compliance items.



Citizens Leadership Academy East

Historical Performance and Prospect for Renewal

This section summarizes the school’s performance over the current contract term.

Category	Year	Rating
Academics	2019-20	Did Not Meet
Financial	2019-20	Exceeded
Organization and Operation	2019-20	Exceeded
Legal	2019-20	Met

Academics	2020-21	Did Not Meet
Financial	2020-21	Exceeded
Organization and Operation	2020-21	Exceeded
Legal	2020-21	Met

Prospect for Renewal

Due to the COVID-19 shutdown the only academic indicator last year was attendance. The sponsor will continue to monitor the school closely.



Lakeshore Intergenerational School (012030)

18025 Marcella Road, Cleveland, OH 44119

(216) 586-3872

<https://www.igschools.org/lakeshore-intergenerational-school/>

Mission: The Intergenerational Schools connect, create, and guide a multigenerational community of lifelong learners and spirited citizens.

2020-21 Highlights:

Lakeshore students spent the school year in remote learning until February 2021.

During remote learning the school held regular virtual family town hall meetings to address parent and family concerns.

Each week, the school recognized Spirited Citizens, students who positively represented the school's values and mission.

Academic Rating: **Did Not Meet Expectations**

Lakeshore Intergenerational School did not meet the attendance goal.

Financial Rating: **Exceeded Expectations**

Measure	Metric	Outcome	Score
Days Cash on Hand	Total cash divided by (total budgeted expenditures -depreciation)/365	99.15	Meets
Current Ratio	Current assets divided by current liabilities	1.46	Meets
Enrollment	Actual FTEs divided by budgeted FTEs	97%	Meets
Surplus/(Deficit)	Change in net assets	119,201	Meets
Budget Variance	Budgeted revenues and expenses compared to actual revenues and expenses	<10% Neg.	Meets
Increase/(Decrease) in Cash	Change in cash position as compared to prior year	224,754	Meets
Debt to Assets Ratio	Total liabilities divided by total revenue	.69	Meets

Organizational and Operational: **Exceeded Expectations**

Lakeshore Intergenerational School scored over 90% on the Organizational Framework, which includes board training requirements, the annual audit, site visits, and others. CMSD's site visits and data collection confirm that the school is complying with its education program and other requirements as defined in its charter contract.

Legal: **Met Expectations**

Lakeshore Intergenerational School successfully submitted 100 percent of the required compliance items to CMSD.



Lakeshore Intergenerational School

Historical Performance and Prospect for Renewal

This section summarizes the school's performance over the current contract term.

Category	Year	Rating
Academics	2020-21	Did Not Meet
Financial	2020-21	Exceeded
Organization and Operation	2020-21	Exceeded
Legal	2020-21	Met

Prospect for Renewal

Due to the COVID-19 shutdown the only academic indicator last year was attendance. The sponsor will continue to monitor the school closely.



Near West Intergenerational School (012030)

3805 Terrett Avenue, Cleveland, OH 44113

(216) 961-4308

<https://www.igschools.org/near-west-intergenerational-school/>

Mission: The Intergenerational Schools connect, create, and guide a multigenerational community of lifelong learners and spirited citizens.

2020-21 Highlights:

Near West students spent the school year in remote learning until February 2021.

The school initiated their Family Approach to Literacy initiative for Emerging, Beginning, and Developing Stage students with the goal of strengthening the quality of education each student received during remote learning.

Academic Rating: Met Expectations

Near West Intergenerational School met the attendance goal.

Financial Rating: Exceeded Expectations

Measure	Metric	Outcome	Score
Days Cash on Hand	Total cash divided by (total budgeted expenditures -depreciation)/365	296.75	Meets
Current Ratio	Current assets divided by current liabilities	2.06	Meets
Enrollment	Actual FTEs divided by budgeted FTEs	98%	Meets
Surplus/(Deficit)	Change in net assets	314,059	Meets
Budget Variance	Budgeted revenues and expenses compared to actual revenues and expenses	<10% Neg.	Meets
Increase/(Decrease) in Cash	Change in cash position as compared to prior year	600,187	Meets
Debt to Assets Ratio	Total liabilities divided by total revenue	.47	Meets

Organizational and Operational: Exceeded Expectations

Near West Intergenerational School scored over 90% on the Organizational Framework, which includes board training requirements, the annual audit, site visits, and others. CMSD’s site visits and data collection confirm that the school is complying with its education program and other requirements as defined in its charter contract.

Legal: Met Expectations

Near West Intergenerational School successfully submitted 100 percent of the required compliance items to CMSD.



Near West Intergenerational School

Historical Performance and Prospect for Renewal

This section summarizes the school’s performance over the current contract term.

Category	Year	Rating
Academics	2019-20	Met
Financial	2019-20	Exceeded
Organization and Operation	2019-20	Exceeded
Legal	2019-20	Met

Academics	2020-21	Met
Financial	2020-21	Exceeded
Organization and Operation	2020-21	Exceeded
Legal	2020-21	Met

Prospect for Renewal

Due to the COVID-19 shutdown the only academic indicator last year was attendance. The sponsor will continue to monitor the school closely.



Village Preparatory School Cliffs (011291)

1417 E. 36th Street, Cleveland, OH 44114
(216) 456-2070
<http://theprepschools.org>

Mission: We empower our scholars to think critically, assume social responsibility, and serve as advocates for themselves and the community.

2020-21 Highlights:

Breakthrough Public Schools made the decision early to start the 2020-21 school year virtually. The Network Academic Team created a rigorous remote learning program, which mirrored the standards of excellence expected from their in class instruction. To assist the Breakthrough families with employment obligations, they partnered with Open Doors Academy to open six of their facilities as Remote Learning Centers (RLCs). The RLCs provided students with a safe space to participate in distance learning.

City Year corps members facilitated an online Spelling Bee and Talent Show for elementary students. Families and teachers gathered on Zoom for the evening events, which provided the opportunity to interact with other students. VPC held a live stream Celebration on the last Monday of every month. Scholars were recognized for the ways that they exemplified the 5 Keys of the school and for academic growth. The opportunity to come together virtually each month was an amazing highlight for teachers, students, and families.

Academic Rating: Did Not Meet Expectations

Village Prep Cliffs did not meet the attendance goal.

Financial Rating: Exceeded Expectations

Measure	Metric	Outcome	Score
Days Cash on Hand	Total cash divided by (total budgeted expenditures -depreciation)/365	185.65	Meets
Current Ratio	Current assets divided by current liabilities	2.92	Meets
Enrollment	Actual FTEs divided by budgeted FTEs	99%	Meets
Surplus/(Deficit)	Change in net assets	1,457,869	Meets
Budget Variance	Budgeted revenues and expenses compared to actual revenues and expenses	<10% Neg.	Meets
Increase/(Decrease) in Cash	Change in cash position as compared to prior year	1,440,509	Meets
Debt to Assets Ratio	Total liabilities divided by total revenue	.31	Meets

Organizational and Operational: Exceeded Expectations

Village Preparatory School Cliffs scored over 90% on the Organizational Framework, which includes board training requirements, the annual audit, site visits, and others. CMSD’s site visits and data collection confirm that the school is complying with its education program and other requirements as defined in its charter contract.

Legal: Met Expectations

Village Preparatory School Cliffs successfully submitted 100 percent of the required compliance items to CMSD.



Village Preparatory School Cliffs

Historical Performance and Prospect for Renewal

This section summarizes the school’s performance over the current contract term.

Category	Year	Rating
Academics	2019-20	Met
Financial	2019-20	Exceeded
Organization and Operation	2019-20	Exceeded
Legal	2019-20	Met

Academics	2020-21	Did Not Meet
Financial	2020-21	Exceeded
Organization and Operation	2020-21	Exceeded
Legal	2020-21	Met

Prospect for Renewal

Due to the COVID-19 shutdown the only academic indicator last year was attendance. The sponsor will continue to monitor the school closely.



Village Preparatory School Willard (015722)

9401 Willard Ave., Cleveland, OH 44102
 (216) 586-3892
<http://theprepschools.org>

Mission: We empower our scholars to think critically, assume social responsibility, and serve as advocates for themselves and the community.

2020-21 Highlights:

Breakthrough Public Schools made the decision early to start the 2020-21 school year virtually. The Network Academic Team created a rigorous remote learning program, which mirrored the standards of excellence expected from their in class instruction. To assist the Breakthrough families with employment obligations, they partnered with Open Doors Academy to open six of their facilities as Remote Learning Centers (RLCs). The RLCs provided students with a safe space to participate in distance learning.

The middle school’s founding class graduated and celebrated their onward journey to high school through a beautiful ceremony that included a student-led singing of the National Anthem and speeches from our founding leaders of the school, rising principal, and valedictorian.

Academic Rating: Did Not Meet Expectations

The school did not meet the attendance goal.

Financial Rating: Exceeded Expectations

Measure	Metric	Outcome	Score
Days Cash on Hand	Total cash divided by (total budgeted expenditures -depreciation)/365	82.01	Meets
Current Ratio	Current assets divided by current liabilities	1.78	Meets
Enrollment	Actual FTEs divided by budgeted FTEs	97%	Meets
Surplus/(Deficit)	Change in net assets	306,462	Meets
Budget Variance	Budgeted revenues and expenses compared to actual revenues and expenses	<10% Neg.	Meets
Increase/(Decrease) in Cash	Change in cash position as compared to prior year	450,825	Meets
Debt to Assets Ratio	Total liabilities divided by total revenue	.56	Meets

Organizational and Operational: Exceeded Expectations

Village Preparatory School Willard scored over 90% on the Organizational Framework, which includes board training requirements, the annual audit, site visits, and others. CMSD’s site visits and data collection confirm that the school is complying with its education program and other requirements as defined in its charter contract.

Legal: Met Expectations

Village Preparatory School Willard successfully submitted 100 percent of the required compliance items to CMSD.



Village Preparatory School Willard

Historical Performance and Prospect for Renewal

Village Preparatory School Willard's recent charter contract began on July 1, 2016 and expired on June 30, 2021.

Category	Year	Rating
Academics	2016-17	Met
Financial	2016-17	Did Not Meet
Organization and Operation	2016-17	Exceeded
Legal	2016-17	Met
Academics	2017-18	Met
Financial	2017-18	Met
Organization and Operation	2017-18	Exceeded
Legal	2017-18	Met
Academics	2018-19	Met
Financial	2018-19	Met
Organization and Operation	2018-19	Exceeded
Legal	2018-19	Met
Academics	2019-20	Met
Financial	2019-20	Exceeded
Organization and Operation	2019-20	Exceeded
Legal	2019-20	Met
Academics	2020-21	Did Not Meet
Financial	2020-21	Exceeded
Organization and Operation	2020-21	Exceeded
Legal	2020-21	Met

Prospect for Renewal

Village Preparatory School Willard was renewed for a new five-year contract beginning July 1, 2021.



Wings Academy 1 (000736)

10615 Lamontier Avenue, Cleveland, Ohio 44104

www.wingsacademies.org

Mission: Creating and executing an innovative and academically excellent learning environment which centers our students on expert reading, writing, math skills and their history as the foundation for high self esteem, critical thinking, problem solving, financial literacy, emotional intelligence and analytical skills.

2020-21 Highlights:

Wings Academy conducted a drive through processional as their End of the Year Celebration. Students, families, and parents joined to celebrate students, particularly eighth graders as they transitioned to high school.

Academic Rating: Did Not Meet Expectations

The school did not meet the attendance goal.

Financial Rating: Exceeded Expectations

Measure	Metric	Outcome	Score
Days Cash on Hand	Total cash divided by (total budgeted expenditures -depreciation)/365	110.52	Meets
Current Ratio	Current assets divided by current liabilities	5.37	Meets
Enrollment	Actual FTEs divided by budgeted FTEs	99%	Meets
Surplus/(Deficit)	Change in net assets	789,018	Meets
Budget Variance	Budgeted revenues and expenses compared to actual revenues and expenses	<10% Neg.	Meets
Increase/(Decrease) in Cash	Change in cash position as compared to prior year	140,059	Meets
Debt to Assets Ratio	Total liabilities divided by total revenue	.19	Meets

Organizational and Operational: Exceeded Expectations

Wings Academy scored over 90% on the Organizational Framework, which includes board training requirements, the annual audit, site visits, and others. CMSD’s site visits and data collection confirm that the school is complying with its education program and other requirements as defined in its charter contract.

Legal: Met Expectations

Wings Academy successfully submitted 100 percent of the required compliance items to CMSD.



Wings Academy 1

Historical Performance and Prospect for Renewal

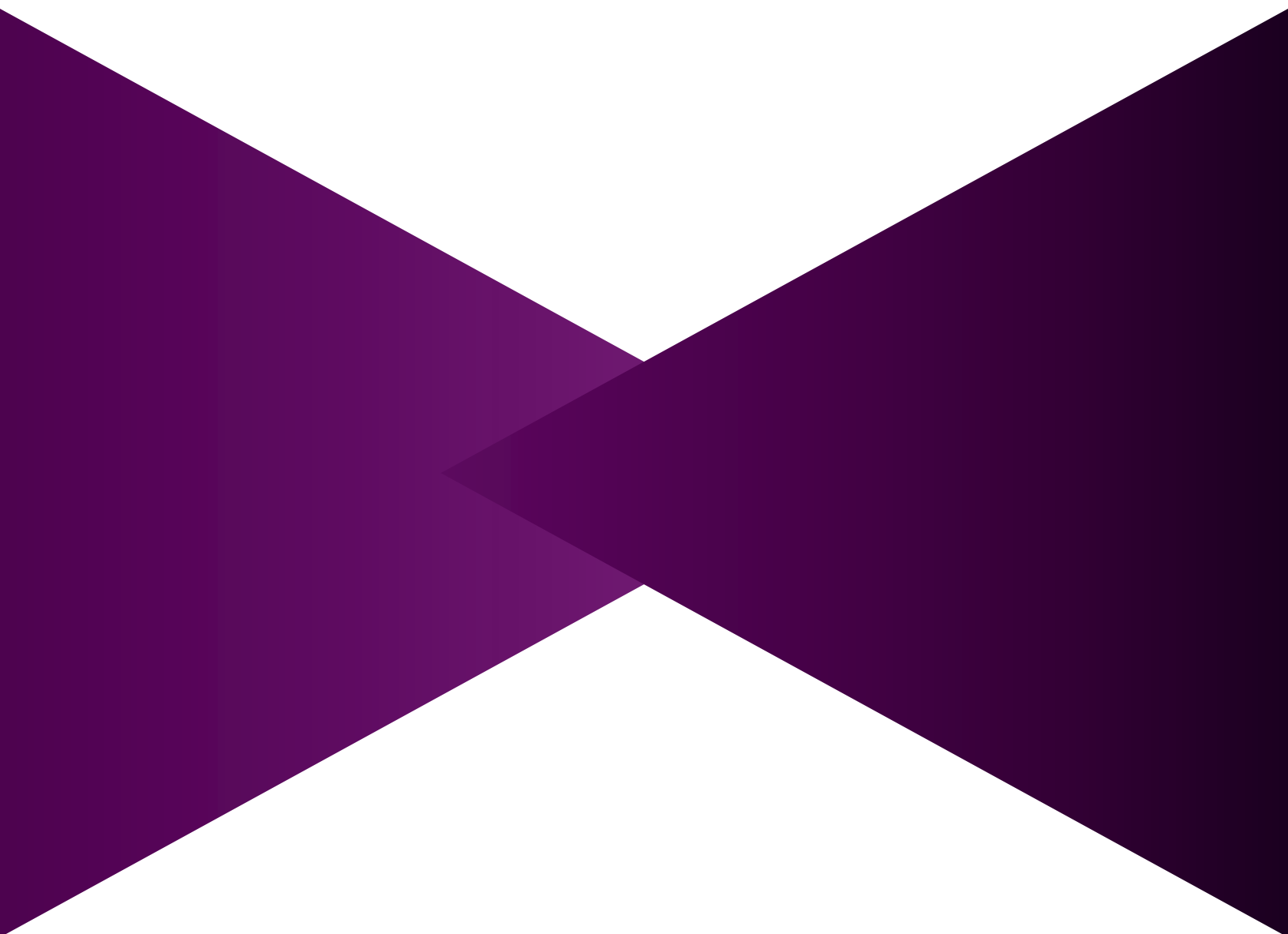
This section summarizes the school's performance over the current contract term.

Category	Year	Rating
Academics	2020-21	Did Not Meet
Financial	2020-21	Exceeded
Organization and Operation	2020-21	Exceeded
Legal	2020-21	Met

Prospect for Renewal

Due to the COVID-19 shutdown the only academic indicator last year was attendance. The sponsor will continue to monitor the school closely.

APPENDICES





Appendix A: Academic Performance

Pursuant to the Sponsorship Contract, the Accountability Frameworks include the agreed-upon goals that the Governing Authority and Sponsor will use to evaluate the performance of the Community School during the term of this contract.

Guiding Principles of the Framework

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

Framework Indicators

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

To be considered for contract renewal, the Governing Authority is expected to have met or exceeded either the report card indicator or the primary academic indicators, as specified herein. Secondary indicators will be considered as well, but performance on the report card and primary indicators will factor more heavily into decisions about renewal or non-renewal, as well as decisions regarding probation, suspension, and termination.

Any school that meets the report card or primary indicators will be considered to be meeting the minimum academic expectations of the sponsor with regards to academic performance.

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

1. Consider a school's summative Academic Performance score (the Report Card Indicator).
 - a. If a school meets or exceeds the overall Report Card indicator, STOP. The school's score is based on the Report Card indicator.
 - b. If a school receives a 'does not meet', continue with the decision tree.
2. Consider school performance along all three primary indicators.
 - a. If a school 'exceeds' or 'meets' the primary indicator for a particular metric, STOP. The school's score will be based on the primary indicator.
 - b. If a school receives a 'does not meet' or 'falls far below' for a particular metric, continue with the decision tree.



3. Consider the school’s target for the particular metric.
 - a. If a school equals or exceeds the target, STOP. The school receives a rating of ‘meets’ for this metric.
 - b. If the school does not equal or exceed the target, continue with the decision tree.
4. Consider the school’s performance on the metric compared to similar schools.
 - a. The school receives a final score based on how far above average they are on this metric, when compared to other similar schools.
 - i. Schools far above average ‘exceed’ the standard
 - ii. Schools above average ‘meet’ the standard
 - iii. Schools below average ‘do not meet’ the standard
 - iv. Schools far below average ‘fall far below’ the standard

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

Report Card Indicator

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

A school receives a weighted points total based on the grade a school received on the report card component and the weight given to that component. The Total Weighted Points will be converted to a 0 to 4 scale (this scale is the equivalent of the A–F report card grade, which will be published for each school), as provided in the following table:

Overall Academic Performance Score

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

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



Primary Indicators

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

	Exceeds	Meets	Does Not Meet	Falls Far Below
Value-Add	A	B or C	D	F
Performance Index	A or B	C	D	F
Gap Closing	A or B	C	D	F
Attendance*	94% or above	93% to 93.99%	90% to 92.99%	Below 90%

*In addition to an overall rate of at least 93%, the school must not have any subgroup gaps of 3.2% or more.

Secondary Indicators

The secondary indicators compare the performance indicator and one-year value-add score for each CMSD-sponsored school to a comparison group of Ohio charter schools. Each CMSD-sponsored school has been placed in a peer group with no more than 10 other Ohio charter schools that are similar to the school in terms of percentage of special education students, economically disadvantaged students, and mobile students. CMSD expects all of its schools to work toward continual improvement, even if they are already meeting state standards. Thus, for schools that are meeting the report card indicator or primary indicators in value-add and performance index, these secondary indicators will set reasonable targets based upon comparable schools to monitor continuous improvement. While these targets will not always be used in an evaluation of a school, depending on if a school meets standards according to the primary indicators, they can provide schools with information on what their overtime trends are. For schools that are not meeting or exceeding the primary indicators, these secondary indicators will help the Sponsor and the Governing Authority gauge progression toward those state goals.

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

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

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

- Greater than .68** – Exceeds Standard
- Between 0 and 0.68** – Meets Standard
- Between 0 and -0.68** – Does not Meet Standard
- Less than -0.68** – Falls far below Standard

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

Appendix B: Financial Performance

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

Appendix C: Organizational and Operational Performance and Legal Compliance

These frameworks are the same for each school. CMSD includes legal compliance within its organizational performance framework but has separated this into a separate component for the purposes of this annual report. CMSD collects governing authority requirements through Epicenter, which it also uses for compliance items for each school. Thus all of the requirements related to meeting and training are included in legal compliance.

Scoring

100 points possible

Exceeds Expectations: 90 to 100 points

Meets Expectations: 80 to 89 points

Does Not Meet Expectations: Below 80 points

Category 1: Access & Student Rights, 18

Category 2: Health & Safety, 14

Category 3: Human Capital, 12

Category 4: Governance, 14

Category 5: Admissions, Enrollment, and Attendance, 8

Category 6: Education Program, 10

Category 7: Fiscal, 7

Category 8: Site Visit, 8

Category 9: Other, 9



1. Access & Student Rights (18 points possible)

1A) Subcategory: Special Education (13)

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

1B) Subcategory: Student Rights (3)

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

1C) Subcategory: Access

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



2. Health & Safety (14 points possible)

2A) Subcategory: Food safety (3)

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

2B) Subcategory: Facilities (5)

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

2C) Subcategory: Student wellness (6)

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



3. Human Capital (12 points possible)

3A) Subcategory: Licensure/Professional

Item	Description	Points Possible
118	The school sees that students on reading monitoring improvement plans (applies to grades 3 and 4 only) are taught by teachers with the appropriate license, endorsements, and/or qualifications.	1
603	The school will suspend a person from all duties that require the care, custody, or control of a child during the pendency of the criminal action against the person-applicable when an employee was subject to criminal action.	1
611	The school has a local professional development committee to determine coursework and other professional development needed by licensed educators to satisfy the renewal of such licenses.	1
607 and 612	All school teachers, aides, and providers are properly licensed by the State Board of Education.	2
Teacher retention		2

3B) Subcategory: Background checks

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



4. Governance (14 points possible)

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

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

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



6. Education Program (10 points possible)

Item	Description	Points Possible
101	The sponsor confirms annually that the school provides at least 920 hours of learning opportunities to at least 25 students.	1
105	The school has adopted a policy, updated annually, governing academic prevention and intervention services covering requirements of law, which include but are not limited to measuring student progress, identifying students not attaining proficiency thresholds, collect and using student performance data, and provision of prevention/intervention services.	1
107	The school implements interventions outlined by Ohio's "No Child Left Behind Act of 2001"	1
116	The School promotes students to fourth grade when all criteria outlined in ORC 3313.608 are met.	1
117	The school continues any required intervention services for students not promoted to 4th grade, consistent with the requirements of 3313.608.	1
217	School provides intervention services to students not meeting certain proficiency level	2
220	The school administers state diagnostic tests to students in required categories and to all students in the appropriate grade level at least once annually, providing the information to parents and the Department.	1
309	The School administers all required assessments and submits all data required to calculate the report card to the Department.	1
902	The School adopted a grade promotion and retention policy that prohibits the promotion of a student to the next grade level if the student has been truant for more than 10% of the required attendance days of the current school year and failed two or more of the required curriculum subject areas, unless the student's principal and teachers of any failed subject areas agree the student is academically prepared for the next grade level.	1



7. Fiscal (7 points possible)

Item	Description	Points Possible
308	The school follows all guidelines and timely submitted complete and accurate EMIS data, using a software package certified by the Department. Each fiscal officer appointed under section 3314.011 of the Revised Code is responsible for annually reporting the community school's data under section 3301.0714 of the Revised Code.	1
502	Schools that receive funding under Title I must maintain the required level of expenditures on an annual basis as outlined in federal regulation	1
503	The school reports all financial information in an easily understood format and by the reporting categories and subgroups required by the Department.	1
504	Annually, the school provides a financial plan detailing an estimated budget and the per pupil expenditures.	1
506	The Schools filed annual financial reports with the Auditor of State that are prepared using generally accepted accounting principles.	1
509	The school has liability insurance sufficient to cover any risks to the school.	1
Audit	Audit devoid of significant findings and conditions, material weaknesses or significant internal control weaknesses; no ongoing concerns	1

8. Site Visit (8 points possible)

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

9. Other (9 points possible)

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



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