

# 15. Areas of Distinction



**Areas of Distinction Narrative Form**  
**INNOVATION**



Applicants seeking points under the **Innovative Housing** category must complete this form at proposal application. Although developments may include a range of unique characteristics, narratives must address **one** innovative quality of the proposal and should not be included in multiple applications from the same development team. Incomplete forms will not be accepted.

NAME OF PROPOSED DEVELOPMENT	Kent Place Homes		
CITY	Columbus	COUNTY	Franklin
POPULATION TO BE SERVED	Choose an item.	POLICY AREA	Family Populations and Opportunity

1. PROJECT DESCRIPTION

Provide a brief description of the innovative concept or idea. Include details on how the proposed innovation will be maintained through the extended use period.

Buckeye Community Hope Foundation proposes Kent Place Homes, a comprehensive neighborhood revitalization initiative that innovatively creates a safe environment conducive to providing learning opportunities for families, enabling future generations to break out of poverty. Key components of the initiative involve blight elimination, safety enhancement, the development of Buckeye Preparatory Academy, areas for youth activities, programs to emphasize the value of education, a scholarship program for GED and college students, and linkage to tutoring, mentoring, and college-readiness activities.

**Background:**

The Driving Park Neighborhood was once stable working-class neighborhood on a main streetcar line. However, the area has seen several decades of steady decline, much like many near east and near south side Columbus neighborhoods. The decline of the specific SDRI area targeted was exacerbated by the closure of the Kent School in 2005. The departure of this neighborhood education institution served to accelerate increased crime, absentee landlords, property value decline and excessive blight.

Buckeye Community Hope Foundation (BCHF) took on the challenge of revitalizing this neighborhood working collaboratively in partnership with the Driving Park Civic Association (DPCA), Rickenbacker Woods Foundation, Buckeye Preparatory Academy (operated by Cambridge Education Services) and the Livingston Avenue Area Commission (LAAC), and the City and County land banks.

BCHF is in a unique position as a non-profit developer of both affordable housing and a leader and advocate of opportunity through education. This synergy has afforded BCHF to create and implement a multi-phase plan to breathe new life into the SDRI target area. The first phase involved the redevelopment of the former school into a new charter school for the area along with a new playground.

The next phase is the development of Kent Place Homes. This development is conceived as a lease-purchase program with a goal of further invigorating and transforming the neighborhood. If funded, families and children will return to Driving Park and once again have access a quality education right outside their front door. This will bring economic focus and hopeful reinvestment into local business that supports Driving Park. Figure 1 helps to depict the history of the Driving Park area and the positive impact Kent Place Homes will undoubtedly have on its future. It is BCHF's belief that this multi-pronged investment approach is a catalyst that will jump-start the transformation of Driving Park. It is not enough to open a school, or build a playground. It takes community, government, and lifelong residents of Driving park who want it to return to the vibrant urban neighborhood it once was.



**Buckeye Preparatory School:**

**Opportunities for Education**

The City of Columbus has been confronted with a failing public school system in recent times. According to the Columbus Education Commission, a commission created by Mayor Michael Coleman to advise on improvements to education, approximately 30,000 students attend D or F schools in Columbus. In response to this gap, the Commission released a report outlining a case for change. The report includes recommendations for the community, "... to organize itself and provide the resources to encourage new high-quality charter schools..."

The plan set forth by Mayor Coleman and the Columbus Education Commission is mirrored in the recent plan executed to enhance opportunities for education in Driving Park. This plan began with the

two million dollar renovation & strategic investment of the old Kent School building, which is now operating as Buckeye Preparatory Academy. The Academy, operated by education service provider, Newpoint Education Partners, operates under an academic model with proven success in 75 charter schools across the states of North Carolina, Florida and Ohio. According to Newpoint's educational overview (see attachment A), their schools routinely outperform the schools in their district as well as the state as a whole. The success of this charter school model is indicative of the successes the Buckeye Preparatory Academy will provide for students in Columbus.

The renovation of the school also included a grant from the Ohio Capital Corporation for Housing to build a playground not just for the school, but also for the community. Previous to the construction of said playground, opportunities for play were lacking in the area; a problem, which was only made worse by the large amount of, blighted and abandoned, dangerous structures.

This initiative, called the Streetcar District Redevelopment Initiative (SDRI), encompasses approximately four blocks that surround Buckeye Preparatory Academy, which opened in Fall, 2013. The school currently enrolls approximately 150 children that live within a 2-mile radius. The SDRI is an effort of neighborhood transformation focused on redevelopment, community partnerships, the utilization of public and private investments, and creating linkages that create opportunity to bring our future generations out of poverty through education.

#### **Safety:**

##### **Blight Elimination**

Further, BCHF, in cooperation with the Columbus Land Banks, executed an aggressive purchasing of blighted properties, which has led to ongoing major demolition and blight elimination. While some properties were already owned by the land bank, the neighborhood has had an absentee landlord problem. BCHF has pursued and purchased several properties and continues to partner with the Land Banks to eliminate the blight they cause. This public – private partnership initiative is ongoing.

The work being done by this partnership is allowing for the concentrated elimination of blight or vacant and abandoned buildings in the Driving Park area. The reduction in blight will help to reduce the crime rates currently existing in the Driving Park Area. According to the biweekly statistics covering the period of 1/27/15 to 2/09/15, the Driving Park area (cruiser district 124) had the highest number of crimes by cruiser district (see figure 2 below) in the Columbus Police Division's 12<sup>th</sup> Precinct (figure 3).

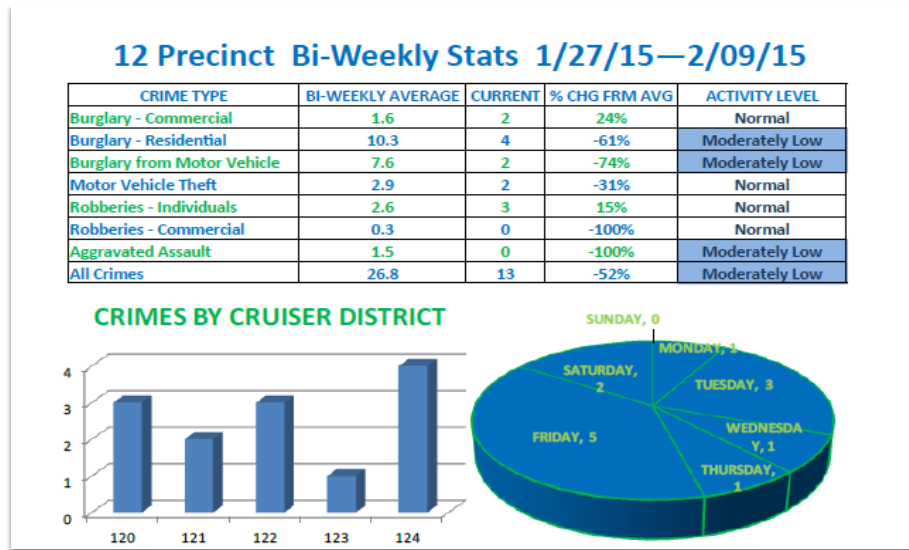


Figure 2: Columbus Division of Police, 12<sup>th</sup> Precinct Bi-Weekly Stats

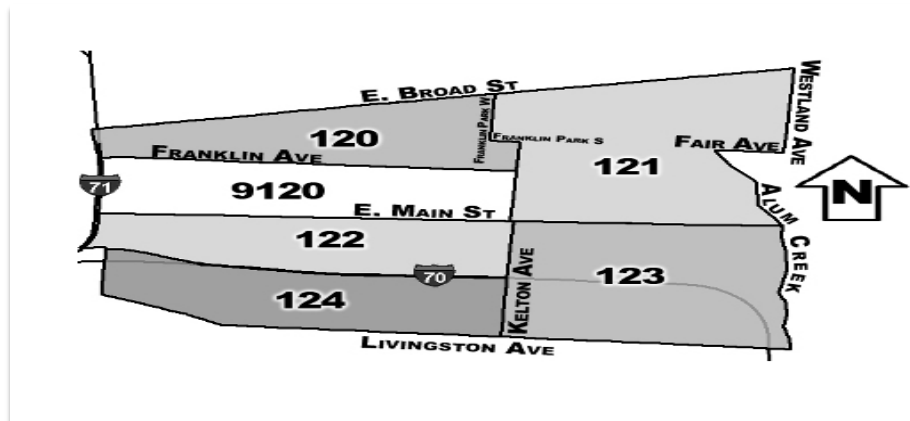


Figure 3: Division of Police: Precinct 12

A reduction in crime will lead to a safer environment for current and future residents of Driving Park.

#### Addition of Safety Provisions

The City of Columbus has committed to adding a school safety zone with all necessary safety provisions, including crosswalks and flashing, safety lights, for the Buckeye Preparatory Academy. The City has also established the bus pick-up and drop-off to restricted parking during school hours so that busses are able to safely get students.

#### Empowerment through Education:

##### Enhancing Education and Social Opportunities

The Columbus Metropolitan Library in Driving Park offers services for all ages and residents of Kent Place Homes will be privy to all services provided. The Library offers programming to enhance child literacy rates by encouraging learning and growth. This programming includes the Reading Buddies Program, Story time, and Ready to Read. Each of these unique programs work to provide each child with the tools and guidance needed in order to engage young students while teaching them literacy skills that will carry them through the rest of their lives. The Library also offers programming for grades K-12 including their Homework Help Center, which gives students access to all resources, needed to succeed in school. Lastly, in addition to providing a space chockfull of resources for youth, the Library has a strategic focus on building life skills by providing opportunities and investing in adults. The Library offers programs for adults to enhance their abilities including Career Literacy, Technology Literacy, GED, College Prep, Adult Literacy, and Financial Literacy.

##### Opportunities for Higher Education - Scholarship Program

BCHF is dedicated to providing access to opportunities to education not only for children, but also for all residents of Kent Place Homes. By partnering with Ohio Capital Impact Corporation (OCIC), BCHF intends to break down barriers to higher education through access to their Jerry Grier Educational Scholarship and Awards program. This program offers scholarships for those wishing to pursue avenues of education ranging from GED assistance to tuition and performance-based scholarships for higher education.

<p>2. PARTNERSHIPS</p> <p>Identify any partners that will be actively involved in implementing the proposed innovation. Discuss the roles and responsibilities of each party.</p>	<p>Buckeye Community Hope Foundation (BCHF) is the innovator behind Streetcar District Redevelopment Initiative (SDRI). But we are not alone! As a non-profit with dual missions of affordable housing and education, BCHF is uniquely positioned to implement this project.</p> <p>BCHF has worked, and continues to work, closely with the Columbus City and County Land Redevelopment agencies in to eliminate blight in the target area. OHFA last year re-allocated \$65 million of the Hardest Hit Funds. \$5 million was awarded to the Franklin County COCIC, who is a partner in the redevelopment and supporting the acquisition &amp; demolition for Kent Place Homes. This wraps a complete circle of state driven public policy that will transform Driving Park. This partnership is already proving fruitful and making progress.</p> <p>BCHF is also working with, and actively seeking input from, three local groups. The Driving Park Civic Association (DPCA), Rickenbacker Woods Foundation, and Livingston Avenue Area Commission (LAAC). They have been key contributors to the planning process. BCHF has sought their input at every step as demonstrated by their letters of support and outreach efforts since 2012. These partnerships will continue and indeed are essential. Stated goals of increasing neighborhood pride and investment will prove unobtainable without strong relationship with community partners.</p> <p>BCHF also has a strong education partner in Buckeye Preparatory Academy and Cambridge Education Services who leased the Kent School building. Their performance results are attached and are undeniably. This partnership began with the goal to bring education and jobs back into this neighborhood. There are currently 14 employees working in the school shaping minds and creating generational opportunities in Driving Park for families and children.</p> <p>In addition, BCHF is working with the Rickenbacker Woods Foundation in partnership to create an Education style community campus around to the historic Rickenbacker House, located on Livingston Avenue. This campus will be part of the Kent Place Homes proposal. Our plan is to renovate the old Woods home for the Kent Place Homes Leasing and service office. In partnership with the City Land Bank, the plan is to create a community and educational linkage in a 1,600 sq. ft. renovated old garage. The objective brings more jobs to Driving Park; more economic impact; creates a central location for BCHF to operate in the SDRI target area; and continue shining a light on Driving Park to encourage new investment in the next 'opportunity' area in the City of Columbus.</p> <p>The City of Columbus Parks and Recreation supported the sale of land adjacent to the old Kent School to BCHF. This parcel completed the property permitting more play space and area for the children to be active outdoors. They recently announced a \$10.5 million investment in the Driving Park Community center.</p>
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<p><b>3. EXPERIENCE &amp; CAPACITY</b></p> <p>Describe the experience and capacity of the owner/developer and all partners to successfully implement the proposed innovation.</p>	<p>Buckeye Community Hope Foundation (BCHF) is an experienced developer of affordable housing, having developed over 80 affordable housing communities over the last two decades consisting of more than 3,200 units in multiple states. In addition, BCHF is one of the leading sponsors of community schools in Ohio, sponsoring over 50 schools throughout the state and ensuring that thousands of children have access to quality education options. BCHF is also an experienced provider of supportive services in its affordable housing developments. Having expertise in all these areas under one roof is key to conceiving a project of this scope and paving the way for future, similar, public-private partnerships.</p> <p>The Columbus Land Bank is the key partner in this project. They have been instrumental in supporting BCHF and are experienced in all aspects of land redevelopment, including blight elimination, acquisition &amp; demolition of blighted structures. Their investment within the SDRI target area approaches \$1 million. Their funds have been used to acquire, demolish, and maintain over 40 sites that are included in the Kent Place Homes development initiative. Without their leadership, Kent Place Homes and the transformation in SDRI would never come to fruition.</p> <p>Two of the community organizations BCHF is partnering with, the Driving Park Community Association (DPCA) and Livingston Avenue Area Commission (LAAC) are key supporters to this project in the form of interface with the community. The LAAC covers much of the near east side of Columbus. The DPCA is more localized to the SDRI target area and Driving Park. Both hold regular meetings that are attended by representatives of BCHF. Both groups have provided valuable input and support for Kent Place Homes and advocates of Buckeye Preparatory Academy.</p> <p>Rickenbacker Woods Foundation is the driving force behind the preservation and sustainability of the Rickenbacker House. Their role is to expand community education opportunities, linking with Buckeye Preparatory Academy and other local drivers to promote revitalization, education, and growth within the traditional community of Driving Park. We will be leasing the Rickenbacker Woods campus and will receive \$46,000 from the City / Rickenbacker Woods to put towards the renovation costs of the community / educational center.</p>
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<p><b>4. LEVERAGE</b></p> <p>Identify the amount and source of any funds or resources that have been committed to the proposed innovation.</p>	<p>Buckeye Community Hope Foundation (BCHF) has already committed two million dollars to the renovation of the former Kent School, which is complete and is now open and operating as Buckeye Preparatory Academy.</p> <p>BCHF received a grant of \$30,000 from the Ohio Capital Corporation for Housing to build a playground on the school grounds for use by all community members. This project is already complete and the playground is in regular use.</p> <p>BCHF has currently invested over \$50,000 in an ongoing effort to purchase blighted and unused home from private owners for donation to the Columbus Land Bank and inclusion in the Kent Place Homes development. The Franklin County Land bank has partnered with BCHF to demolish 1328 Gault street. Upon completion of demolition, BCHF will donate the property to the Hebrew Baptist Church to aid in their future growth plans.</p> <p>The City of Columbus Library has invested approximately \$7 million in the newly opened Driving Park Branch of the Columbus Metropolitan Library, on the corner of Livingston and Kelton in the heart of the SDRI area. Recently, Dollar General renovated a dilapidated structure at the intersection of Lilley and Livingston that has recently opened.</p> <p>The City of Columbus Parks and Recreation just announced a \$10.5 million renovation of the Driving Park Community and Recreation Center in progress. These funds will go to expand the facilities and outdoor activities for the residents in Driving Park.</p> <p>The City of Columbus allocated \$2.2 million to Driving Park to create and support home ownership. Mr. Johnson passed away last December. He was a leader in the Driving Park community for over 50 years, and was President of the Driving Park Civic Association for more than a decade. Through his leadership and his vision of what Driving Park was in the past, he never gave up on believing it can once again be a vibrant location for families and children to live, learn, and grow in a safe environment.</p> <p>City of Columbus Land bank has secure nearly 40 lots and has identified another 28 homes that are blighted or in tax foreclosure. Their support and investment has been the true driver to eliminate blight in this community. Their efforts included investing nearly \$1 million dollars that funded the acquisition, demolition, and maintenance of all the properties included in the Kent Place Homes redevelopment.</p> <p>Franklin County Land bank is demolishing 1328 Gault Ave, a blighted home to be donated by BCHF to the Hebrew Baptist Church for parking. For this combined effort and donation, the church is donating two properties on Kent St. and Miller Ave. that will be utilized in the new Kent Place Homes development. The County Land Bank is also actively working in Driving Park that has been identified as one of the 4 citywide target neighborhoods to eliminate blight using the OHFA Hardest Hit funds.</p> <p>Rickenbacker Woods will be offering the Wood house and campus to BCHF for lease for \$5,000 per year. In addition, in conjunction with the City Land bank, they will be granting \$46,000 to the Kent Place Homes application to OHFA. These funds will be restricted to the renovation cost of the old garage that will be converted to the community / educational facility for Kent Place Homes and Rickenbacker Woods educational programing.</p> <p>The Ohio Housing Finance Agency Multifamily Lending Program will be utilized as a second mortgage that will provide additional leverage to reduce the amount of annual housing credits being requested. This is a new and innovative way for OHFA to expand its mission. This innovation is a new program with OHFA that can easily be replicated. Our funding request is \$400,000, which reduced our annual housing credit by approximately \$30,000. This innovation allows OHFA to produce more units and is replicable.</p>
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5. EXPECTED OUTCOMES

Identify the projected outcomes of the proposed innovation. Indicate whether outcomes are quantifiable and how they will be measured.

The proposed innovation put forth by Buckeye Community Hope Foundation through the development of Kent Place Homes and partnerships with the local community will result in a safe environment conducive to providing learning opportunities for families, enabling both current and future generations to break out of poverty.

Reducing blight in an area is a key approach to fostering a safe environment as it significantly decreases the amount of vacant and abandoned properties known to contribute to higher crime rates. Driving Park, thanks to the blight elimination efforts put forth by the City of Columbus Land Bank, has been steadily moving toward becoming the safe, stable and thriving neighborhood it once was. This effort, coupled with additional support from the Franklin County Land Bank (COCIC), exhibits the current and eminent transformation-taking place in Driving Park. The COCIC will implement its redevelopment program in the Driving Park area and SDRI, which is one of their four target neighborhoods, to invest upwards of \$5 million from the Ohio Housing Finance Agency Hardest Hit Funds. OHFA's funds will go to acquire and demolish the remaining homes needed to complete the 53 units Kent Place Homes Initiative.

Statistically, there is a strong correlation between educational success and the level of economic attainment and prosperity. Children living in poverty can be deprived of appropriate educational opportunities resulting in a reduction in the level of education they will achieve. The learning opportunities provided through Kent Place Homes will help to increase educational opportunities while reducing the gap in educational achievement. The availability of educational resources and support to the families living in Kent Place Homes will help to break the cycle while enabling families to rise out of poverty.

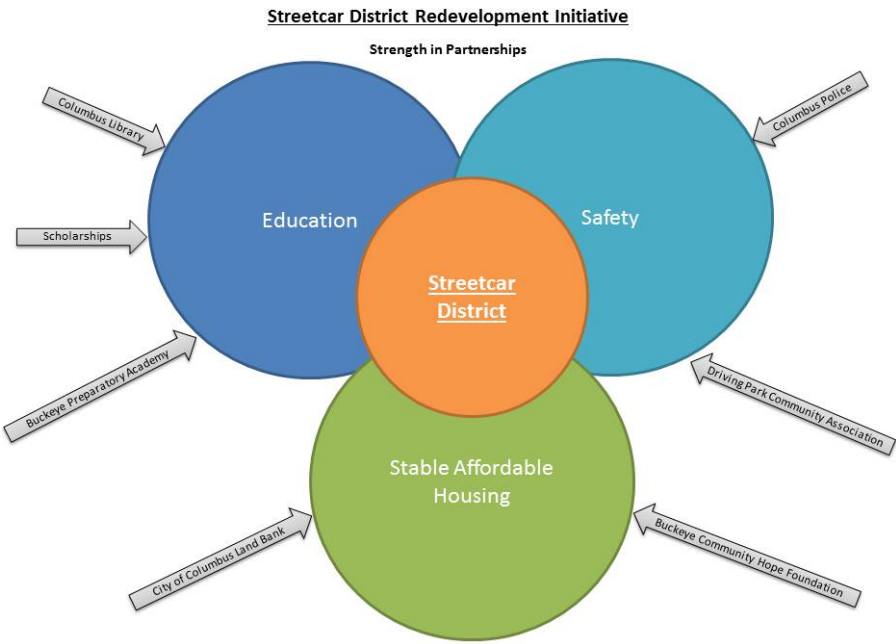


Figure 4: Streetcar District Redevelopment Initiative Partnerships and Outcomes

Kent Place Homes will ultimately build a thriving environment built on safety, education and stable housing (see figure 4). The expected outcomes leading to this environment stemming from implementation of our strategy include:

Outcome	Measurement of Success
<ul style="list-style-type: none"><li>Families able to rise out of poverty through education.</li></ul>	<ul style="list-style-type: none"><li>Increased percentage of Driving Park with families above the poverty level</li><li>Increased employment rate</li><li>Percentage of those attaining degrees/ certificates in higher education</li></ul>
<ul style="list-style-type: none"><li>Children better prepared for success in</li></ul>	<ul style="list-style-type: none"><li>Increase percentage of children passing the third grade reading Ohio</li></ul>

	education.	Achievement Assessment • Increased high school graduation rates
	• Catalyze neighborhood transformation by bringing jobs into the community.	• Increase in the number of new jobs created and maintained within the community
	• Neighborhood housing blight eliminated.	• Reduction in the percentage of housing stock vacant and abandoned.
	• Increase in neighborhood safety and security.	• Reduction in crime rates • Tenure of families living in the neighborhood
	• Reinvestment in the target neighborhood housing stock and infrastructure.	• Increased amount of public and private investment in the target neighborhood
	• Increase in homeownership opportunities.	• Increase in single family homes available for rent or to own • Increase in homeownership rates
	• Increase in property values and tax base.	• Increase in property Values • Increase in the tax Base



*An education services provider*

**Florida Corporate Offices:**

21810 US Highway 19N  
Clearwater, Florida 33765

**Ohio Corporate Offices:**

275 W. Market Street  
Akron, Ohio 44303

A photograph of three students, two young women and one young man, sitting together and looking at a laptop screen. They are all smiling and appear to be engaged in a collaborative learning activity. The image is overlaid with a semi-transparent red filter. The text "Ohio Academic Performance" is written in a large, green, sans-serif font across the bottom of the image.

# Ohio Academic Performance

## Introduction

# Newpoint Education Partners is an Education Services Provider with offices in Clearwater, Florida and Akron, Ohio.

The Newpoint executive team has collectively led the development and launch of over 75 schools and is keenly aware of the financial and support resources necessary to facilitate the start-up of a new school or the take-over and continuation of an existing school. Based upon the leadership's previous experience, Newpoint understands the significant resources, costs and efforts associated and are committed to providing the resources necessary for a school to successfully open and operate.

Newpoint operates several different school models under three primary brands as described below;



Newpoint is a college prep 21<sup>st</sup> century high school and middle school model that utilizes 1:1 classrooms, project-based learning and professional internships beginning in the 9th grade (age 14).

Sample Schools:



### WINDSOR

Windsor is a fundamental elementary school model that is highly technology infused, utilizes project-based learning and other hands-on learning methods

Sample Schools:



MAIN STREET  
PREPARATORY ACADEMY



WINTON  
PREPARATORY ACADEMY



NewStart is a dropout prevention high school model that utilizes 1:1 classrooms with flexible schedules and work study to provide at-risk youth high school diplomas

Sample Schools:



Newpoint's leadership believes in establishing strong relationships with all stakeholders including parents, students, sponsors, board members, community organizations, and the community at large. We believe that people make all the difference in any organization and particularly in educational organizations.

# Executive Biographies

Newpoint is an organization whose leadership team has extensive experience in the design, launch, and successful operations of charter schools. Newpoint's leadership team has provided educational and strategic consulting to public, private, parochial and charter schools in states including Florida, California, Michigan, Massachusetts, Ohio, Pennsylvania, Arizona and Colorado. The following are biographies of the primary leaders in the organization.



**Mr. David Stiles**  
*Vice President of Growth and Development*

Mr. Stiles serves as the Vice President of Growth and Development for Newpoint Education Partners and is a career charter school industry professional. He is responsible for all new charter school initiatives and acquisition of existing charter school management agreements.

Prior to joining Newpoint, Stiles led the operations and development efforts at two large charter school management organizations. He was responsible for increasing the graduation rate of a 3,000+ student charter high school by 100%; procuring in excess of \$9 million in total grant revenue; securing the approval of 25 charter school applications in 10 different school districts; and successfully opening 14 new schools in Florida in one year.

Over the last decade, Stiles has had extensive experience in all aspects of school board relations and board training, charter application development, facilities selection, charter school leadership recruitment, grant writing and systems development. Mr. Stiles is a seasoned education executive and a creative leader with a wide range of experience in all aspects of charter school development and operations. He has a proven track record of success in managing multiple projects, personnel, and resources to achieve organizational goals.

Mr. Stiles earned his MS in Education Administration from University of Akron in Ohio.



**Ms. Carla Lovett**  
*Vice President of Curriculum and Instruction*

Carla Lovett is a lifelong Educator with experience in Ohio and Florida. Lovett has led the curriculum and instructional elements of Newpoint since the organization's inception. She has been instrumental in the continuous improvement efforts and adaptations of Newpoint's educational models to ensure and improve their academic effectiveness. Lovett's leadership led to dramatically improved academic results for the 2011-2012 school year – the same time during which state-wide results dropped significantly due to changes in Florida's grading measures.

Lovett was formerly the Supervisor of Secondary Education, Curriculum and Instructional Services at Bay District Schools in Bay County Florida. Previously, Lovett held various leadership roles in the district including Ninth Grade Lead Teacher, Senior Project Coordinator, and Lead Mentoring Teacher. In addition, Lovett taught all levels of high school English in Columbus Ohio, Bay County Florida and Orange County, Florida.

Lovett's educational experience includes a Master's Degree in Educational Leadership from Florida State University; completing studies abroad at Oxford University, Oxford, England; and earning a Bachelor of Arts degree in English Education from University of West Florida.



**Mr. John Stack**  
*Vice President of Operations*

Mr. Stack serves as the Vice President of Operations for Newpoint Education Partners. He is responsible for the management and support of our 12 existing Ohio schools, ranging from K-8 to drop out prevention high schools.

Mr. Stack graduated from the University of Mount Union where he studied psychology, business, and also earned a teaching license. He has spent his entire professional career working in the charter school industry, gaining experience in all areas of school operations and management including teaching and administration.

Mr. Stack has a proven track record of improving academic achievement and increasing revenues. As a school leader, he was responsible for improving the school's state report card rating from academic emergency to continuous improvement while at the same time increasing revenue by 72%.

The experience Mr. Stack has gained as an educator and leader over the last decade has enabled him to become an effective education executive who can excel at cultivating board relations, and developing leaders and systems.



**Ms. Maureen Businger**  
*Director of Curriculum and Instruction - Ohio*

Maureen Businger serves as Newpoint's curriculum and instructional leader for all Newpoint schools in Ohio. Working directly with our schools' leaders, Maureen provides support and direction in the implementation of Newpoint's differentiated instructional model along with site-based professional development.

Maureen's most recent experience was with a leading Ohio charter school Sponsor where she provided leadership and support for compliance matters and oversaw Federal Programs for multiple schools. Prior to her leadership role with the sponsor, Maureen served in several administration roles including Assistant Superintendent, Middle School Principal, and Athletic Director. Maureen also has a K-12 reading endorsement and experience teaching Reading, Language Arts and English in grades 7-12.

Maureen earned both her BS in Communications and Masters degree Educational Leadership from Ashland University.



**Mr. Joe Palmer**  
*Executive Director of Ohio Operations*

Joe Palmer serves as Newpoint's Executive Director of Operations for all Newpoint schools in Ohio. In this role, Palmer provides support and leadership working directly with our schools' leaders to ensure successful academic and financial outcomes.

Palmer is a skilled educational leader with 8 years of leadership experience in charter education. Most recently Mr. Palmer was the Director of Invictus High School in Cleveland, Ohio where he lead the successful turn-around of an insolvent, under-performing charter high school. He has previously served as an Elementary School Principal, Intervention Specialist, and Title I Coordinator.

Mr. Palmer is a graduate of the University of Cincinnati, with a Masters in Educational Leadership. He also earned a Masters in Special Education from the University of Akron.

## "Our People Make All the Difference."



## Newpoint Case Studies

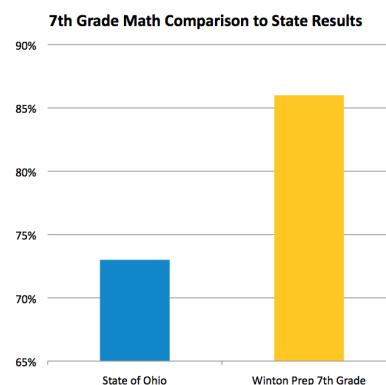
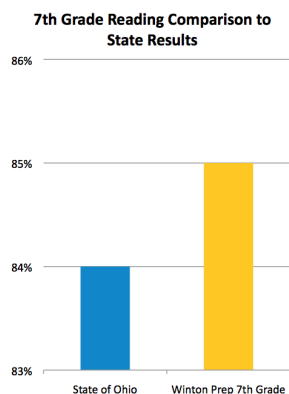
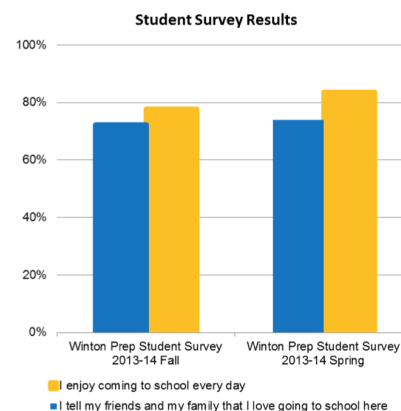
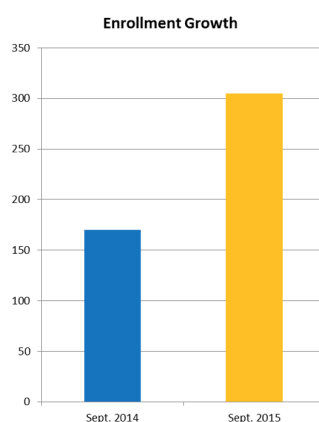
Newpoint has a proven track record working with charter schools ranging from new start-up schools to existing schools seeking an alternative management company to troubled schools needing a “turn-around” partner. The following are just a few case study examples of Newpoint’s results.

### Start-up School Successes

#### Winton Preparatory Academy Cincinnati, Ohio

Winton Prep opened in 2013 as a new K–8 charter school serving a diverse, inner-city student population. Newpoint identified a beautiful former public school building and with a partner rehabilitated the facility into one of Cincinnati’s most grand and historic schools.

Through Newpoint’s innovative marketing and community outreach efforts which included initiatives ranging from the most contemporary social media tactics to grass roots neighborhood door-to-door campaigns, Winton realized a first year enrollment enough to ensure a surplus in the school’s first year. Strong building leadership provided by Newpoint proven systems and processes have enabled the school to double its enrollment in the second year of operations, and build upon a sound foundation for improved academic outcomes.



*“It’s clear that the Newpoint leaders are experts in new charter development”*

– J. George, Board President



## Insolvent School 12-month Turn-around

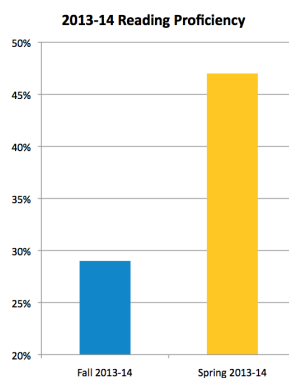
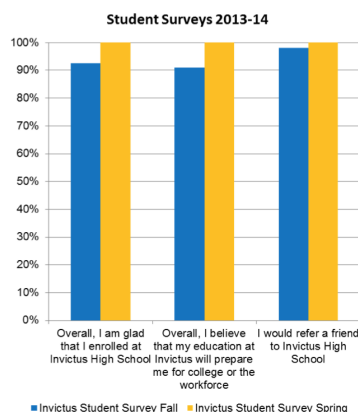
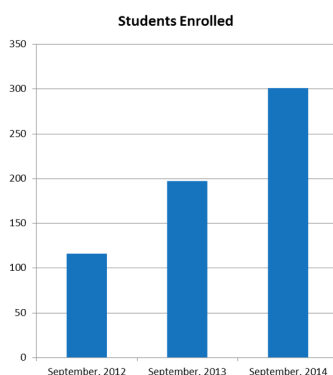
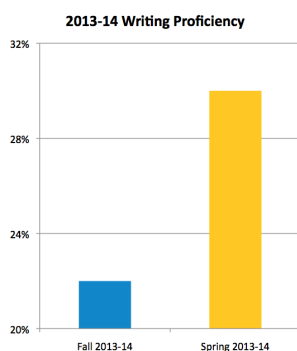
### Invictus High School

Cleveland, Ohio

Invictus High School is a ten year old drop-out recovery high school serving a diverse, inner-city student population in downtown Cleveland Ohio. The school's enrollment had been declining and its management company had neglected the staff and facility.

The board hired Newpoint to turn the school around and provide the board security through independence from assets controlled by a management company. Within months of taking over, it was clear that the school was insolvent and an aggressive "work-out" plan would be required.

Newpoint negotiated concessions from the landlord, secured outside financing for a six-figure cash infusion, reduced the staff to match then current low enrollment and even provided the school a term loan directly from Newpoint to ensure the required cash flow. Through strong leadership provided by Newpoint, in less than 12 months the school more than doubled enrollment, purchased all new furniture and equipment, has paid back all of its debts and is projecting a strong six-figure budget surplus this year. The addition of a satellite location have further solidified Invictus' financial status which has lead to improved academic performance and an increase in the number of high school graduates.

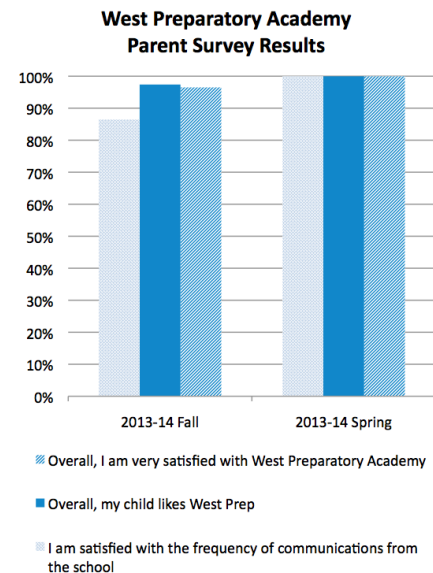
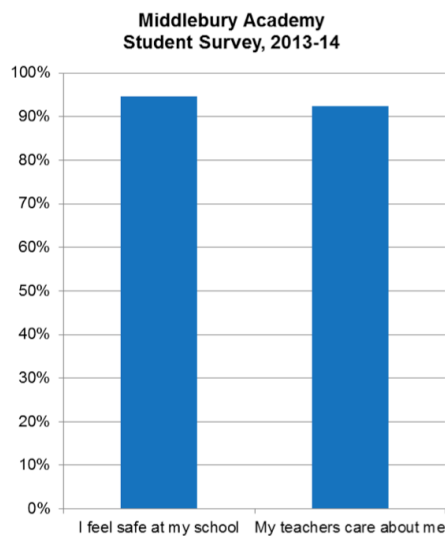
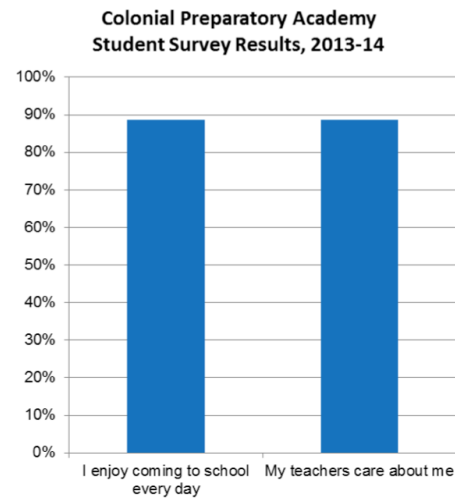
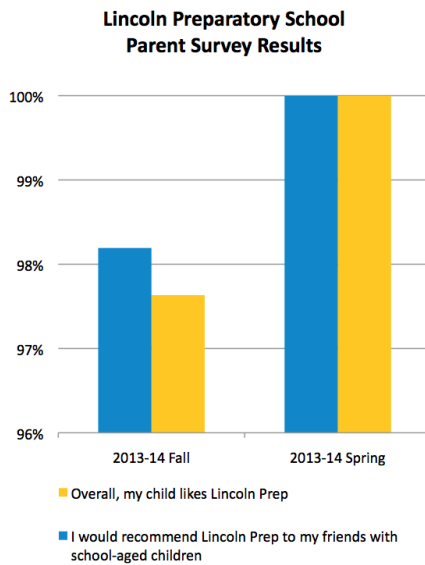


*"Newpoint's leadership of our school not only saved the school, but we're now opening a new satellite location"*

- D. Howell, Board Member

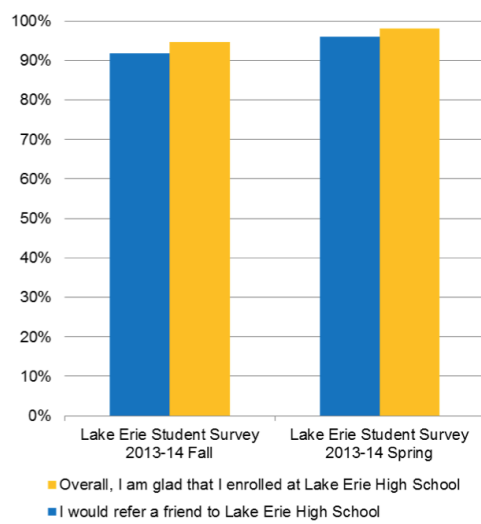
## Parent-Student Satisfaction

At Newpoint, we are continually looking for ways to improve our performance and offerings to students and their families. One of the ways that we do this is by conducting semi-annual surveys of our students, staff, families and boards in every school. Newpoint executives and school leaders analyze these results after each survey and have improved processes and offerings at our schools based on the feedback from our stakeholders.

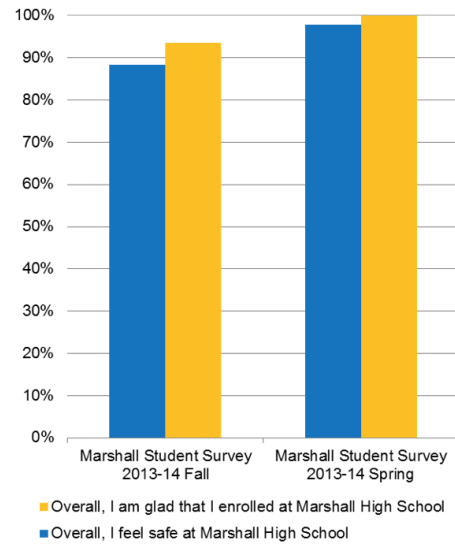




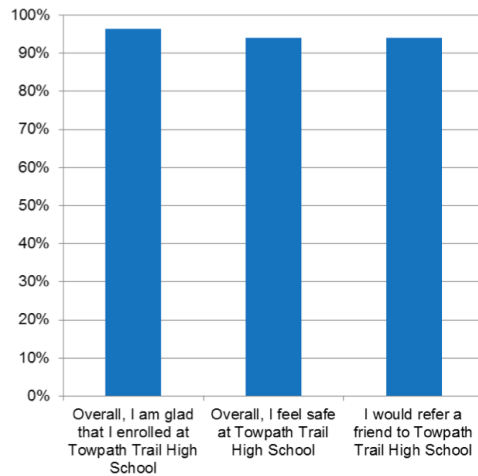
**Lake Erie High School  
Student Survey Results**



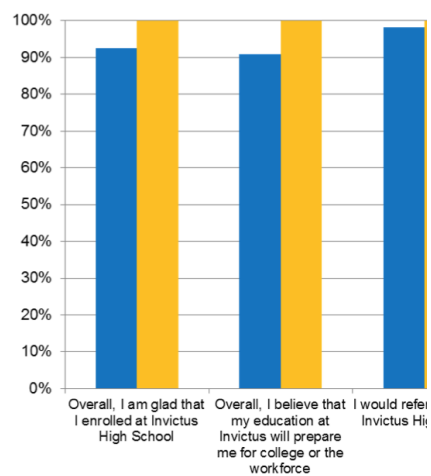
**Marshall High School  
Student Survey Results**



**Towpath Trail High School  
Student Survey Results, 2013-14**



**Invictus High School  
Student Survey Results, 2013-14**

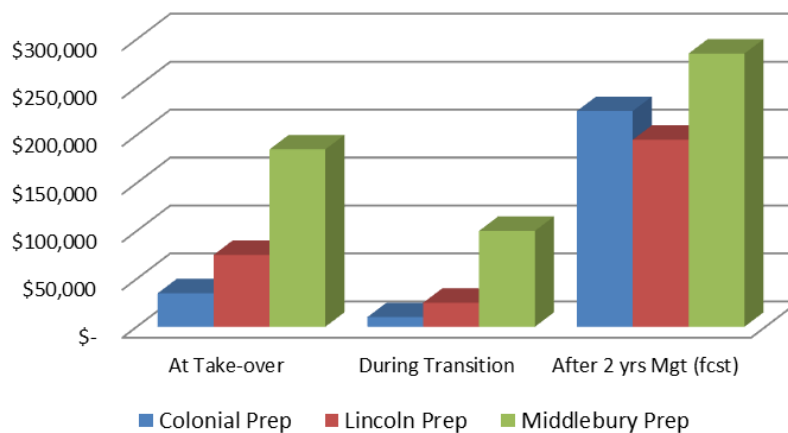


## 100% Financial Success after Take-Over

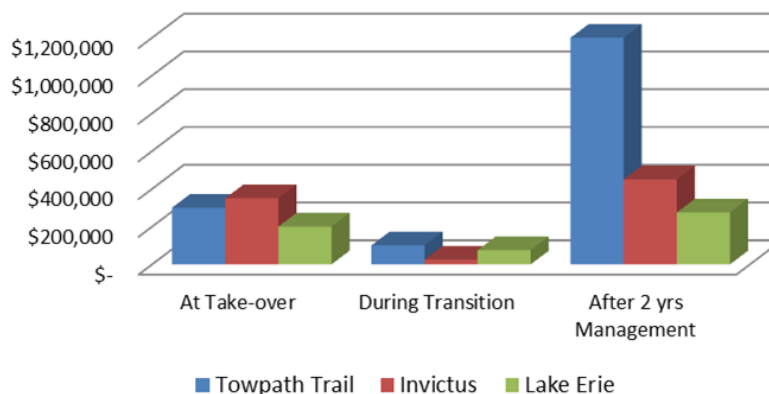
Newpoint has significant experience taking over the management of charter schools previously managed by other companies. Newpoint has a proven record of improving academic and financial results after take-over for those schools we manage. Where necessary, Newpoint brings capital and serves as an interim lender, or we can bring in other lenders to support a school through the transition if needed.

The charts below show the results of six schools we have taken over management responsibilities; three high schools and three K-8 schools. All of these schools serve inner-city populations and in all cases made the transition quickly and successfully. These schools are today on much more solid financial footing with large cash balances and annual surpluses.

**Financial Performance through Take-Over**  
*Cash Balances by School*



**Financial Performance through Take-Over**  
*Cash Balances by School*

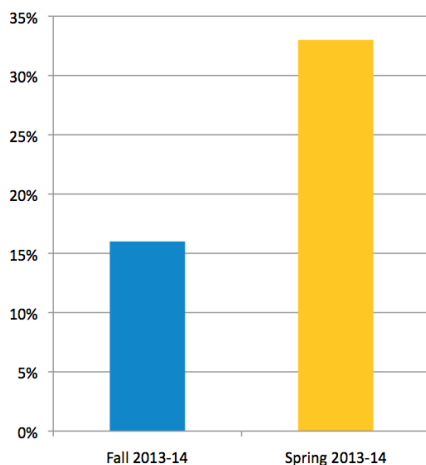


## Academic Performance

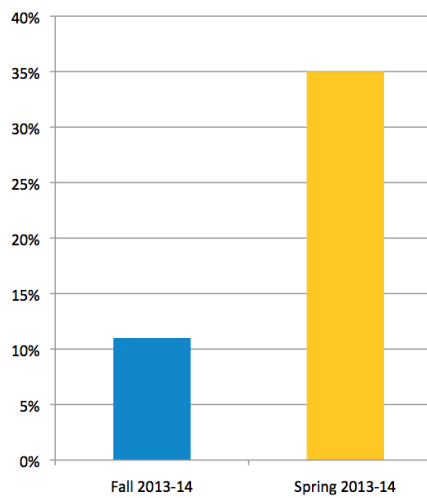
Newpoint has worked with leading educators and curriculum experts to establish its education models for all grade levels of student, from at-risk to college prep. We believe in continuous improvement and have made modifications to our model over time based on our results. These refinements have delivered improved results over time.



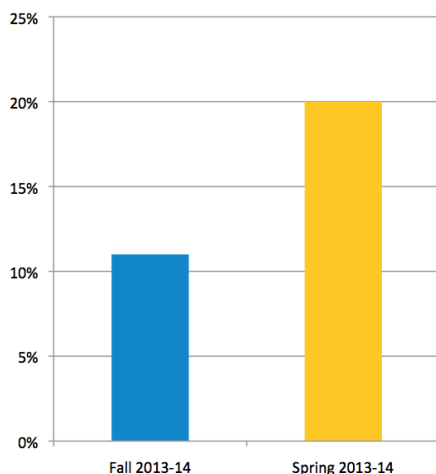
**Towpath High School  
2013-14 Reading Proficiency**



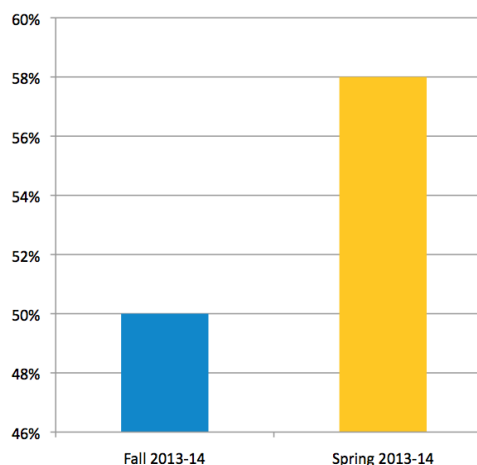
**Marshall High School  
2013-14 Reading Proficiency**



**Lake Erie High School  
2013-14 Science Proficiency**



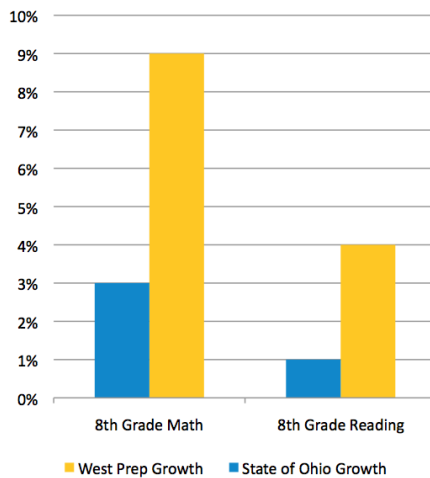
**Lake Erie High School  
2013-14 Reading Proficiency**



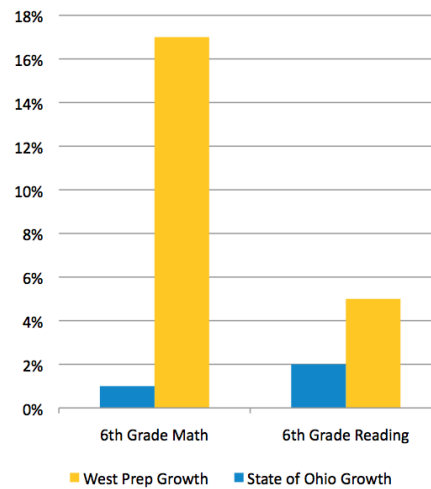
## Academic Performance



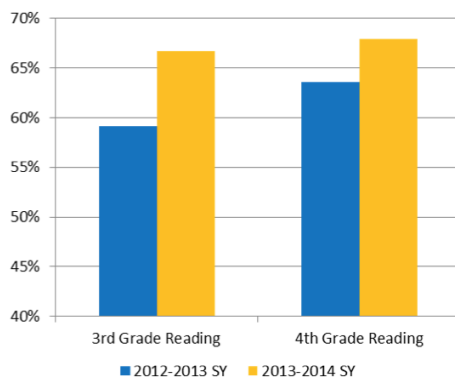
**West Preparatory Academy 8th Grade Growth Compared to State Average**



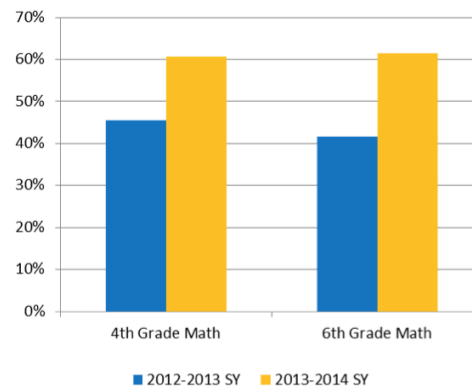
**West Preparatory Academy 6th Grade Growth Compared to State Average**



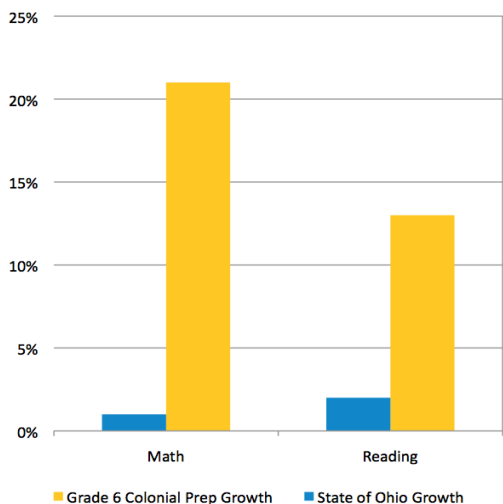
**West Preparatory Academy - Percent of Students Proficient in Reading**



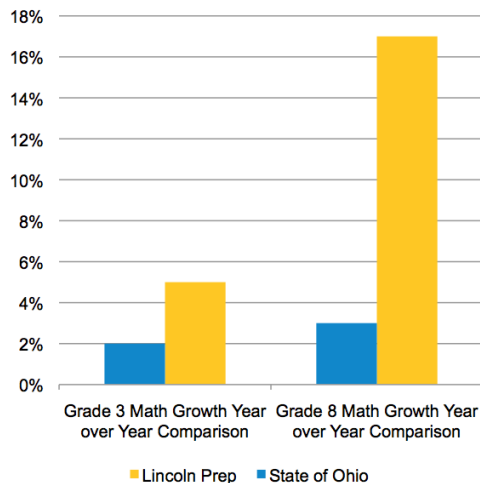
**West Preparatory Academy - Percent of Students Proficient in Math**



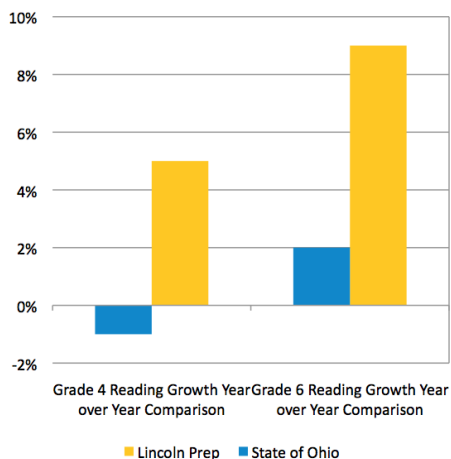
**Colonial Prep 6th Grade Growth Compared to State Average**



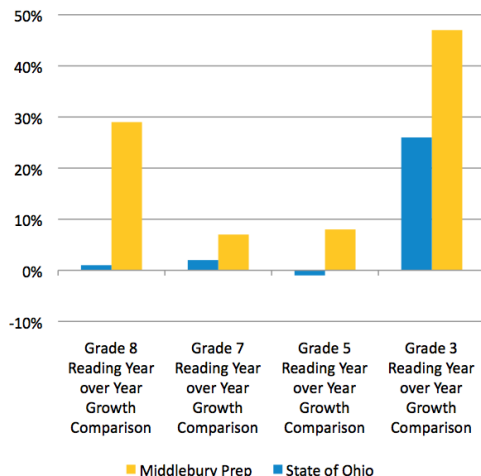
**Lincoln Preparatory School Math Growth Compared to State Average**



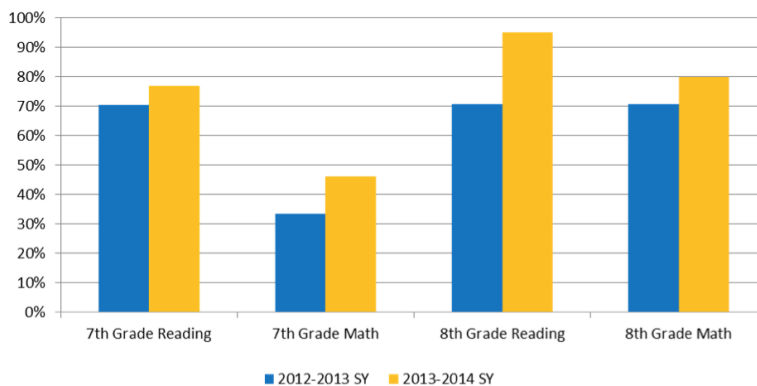
**Lincoln Preparatory School Reading Growth Compared to State Average**



**Middlebury Academy Reading Growth Compared to State Average**



**Middlebury Academy - Middle School OAA Performance**



# Newpoint

EDUCATION PARTNERS

*An education services provider*

Newpoint provides an array of services ranging from basic back office for support to comprehensive “turn-key” school management. Our services can be bundled or unbundled to serve the unique needs of a school or it’s board.

