



**EXHIBIT P OPA Fiscal Recovery Plan 5/8/18**

Finding/Violation	Corrective Actions: approximate potential one time and ongoing Savings (these number include statutory and health benefits for known amounts) additional savings will not be known until final administrative and classified salary schedules and staffing are realized: Minimum SOC savings 625,410, Minimum SV 416,940 total approximately \$1,042,350
<p>1. Excessive Employees at top level to manage an organization with two schools/unnecessary positions/job titles.</p> <p><b>*Please note that salaries listed do include statutory and health benefits</b></p> <p><b>**This is an increase of 11,500 to a current position which has been expanded.</b></p> <p><b>*** This is a decrease of 12,300 to a current position which has been expanded</b></p>	<ul style="list-style-type: none"> <li>• Analysis of Administrative Needs at Organization Level</li> <li>• Approval of New Organization Chart to reflect the new needs of Organization 5/1/18               <ul style="list-style-type: none"> <li>• Elimination of the following positions: Managing Director @ \$205,700*, Coordinator of Communications and Outreach @ .4 49,200 , Coordinator or Administrative Services @ 103,250, Communications Coordinator, Coordinator of Facilities @ 109,400, Coordinator of World Languages @ 97,100, Dean on Special Assignment @ 131,650, TOSA (non-core) 123,000</li> <li>• Expanded/restitled the Following Positions: Coordinator of Educational Programs to Director of Education and Student Services 176,200**, Coordinator of Multi Media and Digital Education to Coordinator Public Relations 103,250***, Multi-media and Communications, Coordinator of Technology to Director of Technology TBD</li> <li>• Reduced the following positions and reclassified as non-certificated/non-management: Food services Coordinator to .4 FTE @ 15.00/hour, Technology Technician to 1.0 from 2.0 saving 65,000, Coordinator of Attendance to .2FTE Saving 20,000</li> </ul> </li> </ul>
<p>2. Qualified Candidates in Administrative Positions</p> <p>3. Administrative and some classified Salaries excessive as compared to other charters and surrounding districts</p>	<ul style="list-style-type: none"> <li>• Adoption of New Hiring Procedures/Protocols 7/2017 (Attached)</li> <li>• Audit of all personnel to include: Hiring procedures and Protocols, resume, reference checks, prior work experience, and qualifications 5/24/18</li> <li>• Create job descriptions with qualifications to match needs of organization and actual positions 6/15/18</li> <li>• Adopt Administrative salary chart for all administrative positions competitive with surrounding districts and charters 5/24/18 Savings: 106,200+</li> <li>• Adoption of new classified salary chart competitive with surrounding districts and charters and positions 5/24/18 unknown savings at this time</li> </ul>



4. Potential Conflicts with related Parties	<ul style="list-style-type: none"> <li>• Audit of relationships of management/supervisory employees completed 5/24/18</li> <li>• Adoption of Nepotism Policy including disclosures prior to hiring 1/3/17</li> <li>• Personnel Audit 5/24/18</li> </ul>
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5. Location of Main Office outside of Orange County	<ul style="list-style-type: none"> <li>• Negotiate an early out to lease or a sublet agreement</li> <li>• Relocate to Orange County with close proximity to schools. Desired date: August 1, 2018 or pending end to lease agreement Savings TBD</li> </ul>
6.Excessive spending on legal fees going toward an appeal for the Chino campus and litigation in general	<ul style="list-style-type: none"> <li>• future cost of final components of Oxford Preparatory Academy v. CVUSD appeal up to \$15,000. 5/1/18</li> <li>• Develop a Contingency relationship with new litigation team. Potential significant reduction of legal expenses for litigation.</li> <li>• Identify documents that will support the DA advancing charges against Sue Roche, Edlighten and other related entities. Potential Savings in litigation costs</li> </ul>
7.Reserve funds are being used to store furniture for Chino	<ul style="list-style-type: none"> <li>• Sell the furniture in storage to eliminate storage. (Contacting new charter schools and neighboring Districts for potential purchases) Savings \$4,900/month</li> </ul>

8. Conflict of Interest Code	<ul style="list-style-type: none"> <li>• Revise Conflict of Interest Code to ensure active enforcement. 6/15/18 No immediate savings, but positions the organization to avoid costly distractions in the future.</li> </ul>
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<b>Other Fiscal Issues</b>	<b>Corrective Actions</b>
9. Fiscal Policies and Internal Controls	<ul style="list-style-type: none"> <li>• Revised Fiscal Policies to include restrictive internal controls and bring in line with California uniform reporting procedures and the regulatory requirements applicable to charter schools and nonprofit organizations in the state of California. 5/24/18</li> <li>• Adoption of Fiscal Crisis and Management Assistance Team (FCMAT) California Charter School Accounting and Best Practices Manual for internal controls and operational procedures</li> <li>• Require Board review of all purchases monthly, and Board action on contracts/purchases over \$15,000.</li> <li>• Add new Transfer of Funds to Related Entities</li> </ul>



Policy 5/24/18	
10. Declining enrollment at SOC	<ul style="list-style-type: none"><li>• Review and possible revision of MOU with CAPO to increase number of students in seat based program by 40, Maintain number of Independent Study and allow a priority to be established to admission to seat-based program Increase in ADA revenue calculated at 97% by 388,000, with an increase in expenses limited to books and materials as projected staffing already accounts for these students.</li></ul>
11. Fiscal Oversight and Operations	Hire a new CBO to oversee all fiscal actions and budget 5/1/18  Engage a Back Office Organization that better the needs of OPA May 24, 2018 No Savings



# Oxford Preparatory Academy

## Board of Directors Policy

### Staff Recruitment and Hiring Policy

The following guidelines shall be followed for the recruitment and hiring for Oxford Preparatory Academy (“Oxford”) staff. In following this policy, achieving the best educational environment for Oxford’s students will be the overriding consideration:

- I. Circumstances under which this policy is employed:
  - a. When a position other than the Executive Director position, is vacant due to resignation, dismissal, transfer, or retirement and Oxford wishes to fill the position.
  - b. When a position or part of a position is created and vacant and Oxford wishes to fill the position.
  - c. This policy does not apply to the Executive Director position.
- II. Posting Procedure
  - a. Posting on Edjoin or appropriate location is required for both I.a and I.b above. The duration of posting will be determined by the Executive Director and/or a designee designated by the Executive Director or the Board of Directors (“Designee”).
  - b. All posting is to be conducted with the approval of the Executive Director or Designee.
  - c. Postings must include, at a minimum, the title of the position, and if applicable, grade/subject area, credential required, instructions for applying.
- III. Application Process for Applicants
  - a. All potential applicants must send applications through Edjoin or other appropriate location.
  - b. Because the goal is to hire the most qualified applicant, no preference in the hiring process will be shown to either internal or external candidates.
- IV. Collection and Screening Process
  - a. All applications are maintained by the Executive Director or Designee prior to the selection of top applicants and thereafter as required by law.
  - b. Screening of applications will be conducted by the Executive Director or Designee, with emphasis on subject matter qualifications, grade level appropriateness, and extracurricular expertise, if applicable to the position. The Executive Director or Designee must also confirm that the hiring of the applicant will not violate any of Oxford’s policies, including nepotism and/or conflict of interest policies or any other applicable policies or requirements.
  - c. The top applicant(s) will be selected by the Executive Director or Designee and notified of the interview date. At this time notification will be given to the applicant (s) to provide credentials and transcripts to Oxford, if not already

provided through the application process. Information about Oxford may be sent to the external applicants.

V. Interview Process for Applicants:

- a. Interview questions will be compiled by the Executive Director or Designee. Questions must be the same for all interviewees.
- b. Applicants may be interviewed by the Executive Director or Designee, however, a committee may be used if the Executive Director or Designee chooses to do so.
- c. Should the Executive Director or Designee opt for a committee, the committee should be comprised of the Executive Director or Designee and at least one other Oxford employee to interview the top applicants. For teaching staff and supervisory staff, if possible, the committee should include the supervisor of the position, and a potential teaching partner(s) (if applicable to the position).
- d. When committees are used, committee members will be informed by the Executive Director or Designee of appropriate protocol for questioning during the interview process.

VI. Holding of Applications, Credentials, and Related Information

- a. Files are to be kept in the office of the Executive Director or Designee up to and through the screening process unless the Executive Director or Designee designates another location. Only the Executive Director or Designee may take the files of the top applicants out the office/location where they are stored for review.
- b. If a committee is used, committee members may view the applicant files but may not remove them from the office/location where they are stored.
- c. All information pertaining to applicants should be treated as confidential.

VII. Selection and Offering of Position

- a. For certificated staff hiring, if a committee is used, all committee members must have an opportunity to express preferences and reasons for the preferences. Consensus of the committee for a hiring decision is desired but not required. The Executive Director or Designee will have the deciding vote.
- b. The Executive Director or Designee or other designated employee(s) shall check references and share the reference information learned with the committee, if a committee is used prior to an offer of employment being made to the applicant.
- c. The Executive Director or Designee will make the decision regarding placement of the applicant on the salary schedule and assignment of extra duties consistent with Oxford's policies and practices.
- d. The Executive Director or Designee will cause an offer of employment to be made to the recommended applicant contingent upon the submission of required documentation or satisfaction of requirements prior to the first day of employment. This documentation and/or requirements include but are not limited to:
  - (1) Valid and current California Credentials, if appropriate

- (2) Proof of a successful background check
  - (3) Evidence of Tuberculin-free status or other documentation to satisfy legal requirements.
  - e. The Board of Directors must approve any offer being made to the following positions prior to the offer being extended: Chief Operating Officer, Chief Academic Officer, Chief Financial Officer, Managing Director and Chancellor.
  - f. A response regarding acceptance/rejection of the conditional offer for employment is to be given by the applicant to Oxford within a reasonable period of time to be decided by the Executive Director or Designee.
  - g. Upon receipt of the documentation included in the conditional offer and satisfaction of any applicable requirements, the Executive Director or Designee will cause the employment relationship to be finalized.
- VIII. Notification to Applicants Not Selected
- a. Applicants who applied but were not selected to be interviewed will receive written notification that they were not selected for an interview and that their applications will be on file for the minimum period of time required by law.
  - b. Applicants who were interviewed but not selected for employment will receive the notification cited in VIII.a above along with a statement of appreciation for their interest in Oxford.
- IX. Non-Discrimination
- Oxford is an equal employment opportunity employer and makes employment decisions, including, but not limited to, hiring, firing, promotion, demotion, training, and/or compensation, on the basis of merit. Oxford does not discriminate on the basis of race, religious creed (which includes religious dress and grooming practices), color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex (which includes pregnancy, childbirth, breastfeeding, and related conditions), gender, gender identity, gender expression, age, sexual orientation, military or veteran status, or any other consideration made unlawful by federal, state or local laws, ordinances, or regulations. These categories include a perception that the individual has any of these characteristics or is associated with a person who has (or is perceived to have) any of these characteristics.