



Agenda Item:	V B: Action Item
Date:	July 11, 2024
To:	Magnolia Educational & Research Foundation dba Magnolia Public Schools (“MPS”) Board of Directors (the “Board”)
From:	Alfredo Rubalcava, CEO & Superintendent
Staff Lead(s):	Dr. Brenda D. Olivares, Chief External Officer Bryant Olandes, Director of Advancement
RE:	Preferred Vendor Contracts for the Expansion & Replication of Magnolia Public Schools

Action Proposed (Motion):

I move that the Board of Directors approve the partnership with the listed vendors for the expansion and replication of Magnolia Public Schools. These vendors include:

- Afton Partners
- Attuned Education Partners
- (in)field Leadership
- Kitamba
- Mariposa Consulting Group

Purpose:

Magnolia Public Schools has partnered with CSGF to enhance our educational framework through strategic capacity building. This collaboration focuses on improving MPS’ academic and instructional systems, refining recruitment and enrollment processes, and strengthening human capital support.

Background:

Magnolia Public Schools (MPS) initiated a diligence process with the Charter School Growth Fund (CSGF) in November of 2023. Over the course of eight months, leaders from both organizations engaged in a series of meetings focused on various strategic areas including growth and new market entry, financial and facility discussions, strategy and DEI priorities, college and career preparation, culture and character development, leader deep dives, academic and school models, talent, enrollment and operations, fundraising, family and community engagement, advocacy, and governance. These meetings also involved data reviews and resource reflections to better understand MPS's investment needs.

In Denver, CO, MPS leadership presented to CSGF executives and partners, culminating in the CSGF Board approving a \$5.3 million investment spread across multiple years. The first investment of \$750,000 is earmarked for MPS’s initial service improvement. Over the next six months, MPS will collaborate with various partners, including Afton Partners, Attuned Education Partners, (in)field Leadership, Kitamba, and Mariposa Consulting Group. The focus areas will encompass best practices for HR and talent, academic model codification, advocacy, enrollment and new market entry, financial controls, and strategic support and project management. By centralizing and codifying systems, we aim to elevate instructional leadership, optimize recruitment efforts, and address CEO capacity constraints.



Budget Implications:

The \$5.3 million investment to the Magnolia Educational and Research Foundation (MERF) will begin with an initial disbursement of \$750,000 in the current 2024-25 fiscal year and the remaining funds will be distributed through the 2029-30 school year. The additional revenues and expenses associated with this item will be incorporated into the MPS 24-25 First Interim Report.

Exhibits:

- A: Sole Provider Letter for Afton Partners
- B: Sole Provider Letter for Attuned Education Partners
- C: Sole Provider Letter for (in)field Leadership
- D: Sole Provider Letter for Kitamba
- E: Sole Provider Letter for Mariposa Consulting Group



To whom it may concern,

This letter is to inform you of the decision to move forward with contracting Afton Partners as a consultant to support Magnolia Public Schools (MPS). Afton Partners is a preferred vendor of the Charter School Growth Fund (CSGF), and as part of CSGF's investment in MPS, they will provide funding towards the support of developing a long-term financial model.

Afton Partners will support Magnolia Public Schools in two key phases. In Phase I, Afton will develop a comprehensive long-range financial projection model with dynamic scenario capabilities. This model will provide clear and flexible inputs for financial drivers such as enrollment, revenue assumptions, program expenses, administrative expenses, and facility costs. The model will also include dynamic functionality to test changes to variables and scenarios, a structure to accommodate up to 14 schools at different years, and a dashboard to inform the financial sustainability of new and existing schools across three regions. Afton will also vet key assumptions for revenues, expenses, facility scenarios, and growth plans, encompassing school growth, facility modules, enrollment details, revenue drivers, expense details, staffing, and income statements.

In Phase II, Afton will provide strategic advisory services on growth and facility matters to MPS. This will include facilitating Board committee meetings to refresh greenlighting criteria, conducting interviews and consultation conversations with C-team members to align on appropriate inputs, assumptions, and outputs, and updating model functionality as needed. Afton will also offer continued training and adjustments to the model to ensure it can be actively used by senior management.

We eagerly anticipate the opportunity to collaborate with Afton Partners and achieve our shared vision of expanding and replicating our school model across our current communities and Orange County.

Regards,

Alfredo Rubalcava
CEO & Superintendent
Magnolia Public Schools



To whom it may concern,

This letter is to inform you of the decision to move forward with contracting Attuned Educational Partners as a consultant to support Magnolia Public Schools (MPS). Attuned Educational Partners is a preferred vendor of the Charter School Growth Fund (CSGF), and as part of CSGF's investment in MPS, they will provide funding for the support of developing a codified TK-12 instructional model.

Attuned Educational Partners will support Magnolia Public Schools through a structured and comprehensive approach focused on improving our overall instructional model. First, Attuned will establish project management protocols, including bi-weekly check-ins with the current and successor Chief Academic Officers, to define project governance, stakeholder engagement plans, key dates, and targets. An instructional quality review will then be conducted, focusing on student culture, well-being, curriculum, instruction, and assessment. This review will include data analysis, classroom observations, professional learning evaluations, and stakeholder feedback, culminating in a report detailing strengths and areas for improvement.

Based on the review findings, Attuned will then develop a TK-12 instructional handbook that outlines current effective practices and recommended initiatives to address identified gaps. This handbook will cover instructional vision, curriculum, assessment plans, professional development, and progress monitoring guidelines. Additionally, Attuned will facilitate the creation of a multi-year instructional implementation plan, involving steering committee sessions and individual leader meetings in an effort to set strategic priorities and initiatives. By the end of this engagement, Magnolia Public Schools will be aligned and equipped to implement a structured and intentional instructional vision and achieve a lasting impact in the lives of our students.

We eagerly anticipate the opportunity to collaborate with Attuned Educational Partners and achieve our shared vision of expanding and replicating our school model across our current communities and Orange County.

Regards,

Alfredo Rubalcava
CEO & Superintendent
Magnolia Public Schools



To whom it may concern,

This letter is to inform you of the decision to move forward with contracting (in)field Leadership as a consultant to support Magnolia Public Schools (MPS). (in)field Leadership is a preferred vendor of the Charter School Growth Fund (CSGF), and as part of CSGF's investment in MPS, (in)field Leadership will collaborate with MPS to audit, evaluate, improve, or develop instructional enabling systems.

For each identified system, the roles of school-based and regional academic leaders will be defined, codified in writing, draft artifacts, and create success criteria or rubrics to evaluate the quality of implementation at the school level. This comprehensive approach ensures that instructional enabling systems are clearly defined and effectively implemented across all existing and new campuses. Additionally, (in)field Leadership will work to develop instructional leaders capable of implementing these systems proficiently. They will also prepare school-based and regional leaders to replicate these systems within the Orange County campuses set to launch across the next five years. Potential focus areas include defining a vision of excellent instruction, planning, observation, and feedback protocols, and data/student work protocols. This work aims to ensure that high-quality instruction is consistently delivered and that teachers are well-prepared and supported in their instructional practices.

We eagerly anticipate the opportunity to collaborate with (in)field Leadership and achieve our shared vision of expanding and replicating our school model across our current communities and Orange County.

Regards,

Alfredo Rubalcava
CEO & Superintendent
Magnolia Public Schools



To whom it may concern,

This letter is to inform you of the decision to move forward with contracting Mariposa Consulting Group as a consultant to support Magnolia Public Schools (MPS). Mariposa Consulting Group is a preferred vendor of the Charter School Growth Fund (CSGF), and as part of CSGF's investment in MPS, they will provide funding towards the support of developing instructional enabling systems for the organization.

Mariposa Consulting Group (MCG) will support Magnolia Public Schools by leading an "Enrollment and Marketing Excellence Program" from October 2024 to September 2026, emphasizing new community entry best practices. As early as October 2024, MCG will focus on building MPS' centralized infrastructure for new community entry and growth. The partnership will start by reflecting on the prior year's performance and developing a personalized scope and sequence for MPS' enrollment programs.

Key activities will include the development and evaluation of enrollment goals, creation of customized data dashboards, and defining roles and responsibilities. MCG will also develop a project plan for new community entry, facilitate learning sessions based on data analysis and focus groups, and evaluate or create enrollment strategies for new and existing communities. Additionally, MCG will help in crafting organizational and enrollment messaging, marketing strategies, and an enrollment playbook with a seasonal build. Ongoing coaching will be provided to ensure effective implementation and continuous improvement.

We eagerly anticipate the opportunity to collaborate with Mariposa Consulting Group and achieve our shared vision of expanding and replicating our school model across our current communities and Orange County.

Regards,

Alfredo Rubalcava
CEO & Superintendent
Magnolia Public Schools



To whom it may concern,

This letter is to inform you of the decision to move forward with contracting Kitamba/MGT as a consultant to support Magnolia Public Schools (MPS). Kitamba/MGT is a preferred vendor of the Charter School Growth Fund (CSGF), and as part of CSGF's investment in MPS, they will provide funding towards the support of establishing a robust project management function to facilitate MPS' growth efforts.

The partnership with Kitamba aims to develop the tools and resources needed to align functions and consultants for successful growth implementation and ensure a seamless transition of project management responsibilities to MPS staff. Kitamba will establish a Project Management Office (PMO) in an effort to fuse all functional efforts towards a shared goal, serving as a central hub for growth initiatives by coordinating engagement with growth and expansion leads and managing consultants. Kitamba will create an integrated project plan identifying workstreams, tasks, owners, and milestones across key areas such as Talent, Academics, Operations, Finance, and Advocacy. Kitamba will also establish and execute a meeting structure for project management updates, risk and issue management, and tracking of next steps and key decisions. Additionally, Kitamba will coordinate internal and external stakeholder engagement, providing synthesized progress updates to key stakeholders, and support engagement through agendas, presentations, and materials. The project will culminate in the development of a project management playbook and toolkits, and the onboarding and training of a designated MPS team member using a "gradual release of responsibility" strategy.

We eagerly anticipate the opportunity to collaborate with Kitamba and achieve our shared vision of expanding and replicating our school model across our current communities and Orange County.

Regards,

Alfredo Rubalcava
CEO & Superintendent
Magnolia Public Schools