

**KAMAILE ACADEMY
STRATEGIC PLANNING
REQUEST FOR PROPOSAL - DRAFT
May 2022**

Objective

The Ho‘okāko‘o Corporation (Ho‘okāko‘o) Board of Directors is requesting proposals from contractors interested in designing and facilitating a strategic planning process for Kamaile Academy, a Pre-K – 12 public charter school. The proposed timeline for the process is September 1, 2022 through December 31, 2022.

Proposals are due by July 1, 2022 at 4:00 PM to the email address below.

Scope of Work

Ho‘okāko‘o is seeking a consultant to lead the board, school leadership, school staff and stakeholders through the process of developing a ten-year strategic plan that will articulate Kamaile Academy’s mission, vision and guiding principles and include the goals, objectives and actions steps that will direct the successful growth of the school over the next 10 years.

Next year Kamaile Academy will celebrate our school’s 15th year anniversary as a charter school. This is an exciting time in our school’s history and is an opportunity for us to reflect on our school improvement efforts and a strong reputation for supporting haumāna and their ‘ohana. It is also an opportune time to engage our school community in a **strategic planning process to look forward to for years to come.**

Kamaile Academy and the Ho‘okāko‘o Governing Board seek to address the following questions?

1. What are the needs and priorities for Kamaile Academy identified by the school's Community?
 - o What are Kamaile Academy’s mission, vision and guiding principles?
 - o How does Kamaile Academy define itself as Hawaii's largest brick & mortar charter school in the state of Hawaii?
 - o What is Kamaile Academy’s vision for the Pre-K through 12th grade public education?
 - o What is Kamaile Academy’s vision for the integration of Hawaiian culture, values, and knowledge into all aspects of its work?
 - o What is the role of Kamaile Academy in supporting the larger educational goals of the community?
 - o How does Kamaile Academy ensure its relationships with the school and school communities are inclusive and respectful?
2. How does the Community measure success?
 - o Why do parents/guardians choose or not choose Kamaile Academy as their school of choice?
 - o What are the educational gaps within public education in the Wai‘anae community?
3. How does Kamaile Positively Impact its students?
 - o Along with academic achievement, how is Kamaile positively impacting its students?
 - o What are Kamaile Academy’s strengths that should be expanded?
 - o How can Kamaile Academy best provide for its students and better ensure their educational success?

4. What are the opportunities available to Kamaile Academy?
 - o What are the funding and other resources and/or new pathways available to Kamaile Academy?
 - o What partnerships have been established and were identified through the strategic planning process?
5. What are the challenges facing Kamaile Academy?
6. Provide community voice to support the planning for the use of the current facilities and any future facilities development as related to the following areas;
 - o academic and behavioral needs of the students;
 - o the grades best served on the site; and
 - o the community expectations.

Ho‘okāko‘o and Kamaile Academy expect an inclusive strategic planning process to include all stakeholders. Stakeholders include students, parents, staff, faculty, board members, other community youth serving agencies and partners.

The consultant will work directly with the Governing Board’s Education Committee, school Principal and Executive Director on the details of the strategic planning process, schedule, and data and information gathering and analysis.

Background

Ho‘okāko‘o is a nonprofit, 501(c)(3) organization incorporated in the State of Hawai‘i in 2002 to manage and govern public charter schools. Ho‘okāko‘o holds the charter contracts for three public conversion charter schools serving over 1,500 Pre-K to 12th grade students statewide: Kamaile Academy (Wai‘anae), Kualapu‘u School (Moloka‘i), and Waimea Middle School (Hawai‘i Island). Ho‘okāko‘o completed a strategic planning process in SY 2018- 2019. This process identified priorities aimed at supporting the schools in which the organization serves.

Kamaile Academy

Kamaile Elementary opened in 1989 as a DOE elementary school and in 2007 became a Public Conversion Charter School in partnership with the Ho‘okāko‘o Corporation. When converted to a charter school, Kamaile Elementary was renamed Kamaile Academy and adopted a P-12 village model of learning, becoming a place where the community would focus its resources and attention on the education of its students. Starting in SY 2008-09, the school added an additional grade level each year to grow the secondary program. Five years ago Kamaile added a Pre K program.

Kamaile is in essence two different types of charter schools. As noted, the elementary school converted from a DOE school to a Public Conversion Charter School in 2007. As a Public Conversion Charter School, Kamaile is the district school for all K-6 elementary students in the community. As such, Kamaile is their home school and Kamaile is obligated to admit all K-6 students in the district.

The school’s secondary levels grade 7 through 12 began in 2008 and is considered a startup charter school and not a conversion school. As a startup charter school, the secondary school is a school of choice for the students and enrollment at Kamaile is optional for them. Enrollment in the Secondary program is limited to 50 students per grade level by the Charter School Commission.

As Hawai‘i’s largest brick and mortar charter school in Hawaii, we currently serve 982 students in grades PreK-12 and have proudly graduated nine classes.

Kamaile is located in the Wai'anae community on the island of O‘ahu which has one of the largest proportions of at-risk children (38.1%) in the state. According to current U.S. Census Bureau data 51.3% of families with children 18 years and younger live in poverty as compared with 26.9% state wide. Nearly all (96%) of Kamaile students qualify for free and reduced lunch; about 25% of our students qualify for federally-funded academic support programs through Special Education and ELL, combined.

Kamaile has begun important initiatives that are of particular significance to the school and Governing Board and should be considered in the strategic planning:

1. Kamaile and the DOE are in the final deeding process for a donation of two acres of land adjacent to the school.
2. The state has awarded Kamaile a 1.2 million dollar CIP to provide improvements to our existing play field and to develop a master facilities plan. The master facilities plan will be part of the comprehensive strategic plan and will be inclusive of the new 2 acre land donation. It is imperative that we engage and hear the voices of our school community as we develop the facilities plan.
3. This planning process will include our Western Association of Schools and Colleges accreditation action plan to develop a master plan for the facility that addresses the space limitations of the site and considers: 1) academic and behavioral needs of the students; 2) the grades best served on the site, and 3) the community expectations.
4. The school anticipates federal and state priorities focusing on expanding early learning opportunities. Kamaile and the Governing Board are committed to exploring its role in expanding early learning for our community.

The scope of the process is intended to be comprehensive in addressing immediate school improvement needs as well as the longer-term needs of the school community.

The strategic planning process will allow an opportunity for our school community to revisit and reaffirm Kamaile’s commitment to a PreK-12 community school and aligned instructional model.

Desired Strategic Planning Outcomes

- Kamaile Academy will envision its future, critical emerging issues and external environment
- Kamaile Academy will revisit, revise and affirm organizational mission, vision, and core principles
- Kamaile Academy will define its organizational and operational relationship, identity and design
- Kamaile Academy will establish strategic priorities and action plans to direct the organization through the next 10 years
- Kamaile Academy will develop a facilities master plan

Possible Strategic Plan Elements

- Gathering and analyzing internal and external information
- Identifying critical strategic issues
- Exploring, clarifying and strengthening joint mission, vision and guiding principles for Ho‘okāko‘o and its three schools
- Identifying opportunities to strengthen corporate culture and identity across the organization

- Identifying opportunities to strengthen corporate efficiencies, innovations and resources
- Developing the strategic goals and action and implementation plans

Proposal Requirements

Please provide a brief proposal outlining your approach and theoretical concepts. Include a cost projection with budget. Outline how board, staff and other resources will be utilized in the planning process.

The proposal should be presented in a conceptual, high-level format, with the understanding that the actual scope of work will be refined and finalized after consultant selection. The Ho‘okāko‘o board and staff will work with the selected consultant to design the final strategic planning process that aligns with Ho‘okāko‘o resources and constraints.

Process Timeframe

September 1, 2022 – December, 31 2022

Given the size and scope of this project, Ho‘okāko‘o acknowledges that it is possible that additional time beyond December, 31 2022 may be necessary to achieve the full intent of this process. Along with the proposal, please include the following information:

- Name of firm
- Contact name and information
- Description of experience and qualifications
- Indication of availability during project period
- Statement of work: brief response on approach to the project scope
- Cost proposal, including hourly rate structure
- At least three references

Submission:

Send the completed proposal by email or delivery by July 1, 2022 at 4:00 PM to:

Ho‘okakoo Corporation
c/o Ho‘okako‘o Governing Board
David Y. Gibson, Executive Director
dgibson@hookakoo.org

Award notification will be provided by August 1, 2022