B.1 APPLICANT ENTITY

This section will describe the entity that is applying for the charter, its history, current operations, and the decision to operate a charter school. It will provide an organizational chart and identify Principals and authorized representative(s) within the entity along with their respective experience, roles, and responsibilities.

APPLICANT HISTORY

Focus Education Services, Inc. is currently an Arizona nonprofit corporation whose mission is to provide motivated students the opportunity to achieve academic excellence and develop life skills in a technology-rich, career-focused, and safe learning environment taught by caring and knowledgeable educators. The corporation was formed with the exclusive purpose of founding, operating, and carrying out the mission of Focus High School.

Focus Education Services was incorporated as an Arizona non-profit corporation in May 2013. The corporation is in the process of applying to the Internal Revenue Service for tax-exempt status.

Sterling Kellis, an Arizona native and proposed Founding Principal and authorized representative for Focus High, became aware of the need to better serve Arizona high school students in 2010 when he volunteered to serve as a board member for Excalibur Charter Schools, a K-12 charter school serving predominantly low-income students residing in Apache Junction, AZ. Sterling realized a need and an opportunity to better meet students' educational needs through technology and hybrid learning. In 2011, Sterling was elected board chairman and then later appointed interim Superintendent/CEO/Director by the board. In this capacity, Sterling was able to work alongside an integral leadership team to scale instruction, reduce operating costs, improve student achievement, and dramatically boost parent, student, and teacher satisfaction ratings. In 2013 Sterling left Excalibur to lead the planning of Focus High, a secondary charter school designed to be a successful technology-driven, STEM-focused college and career preparatory high school. In 2014 Focus Education Services became a member of the Arizona Charter Schools Association.

If approved, the charter contract for Focus High School will be entered into between the Arizona State Board for Charter Schools and Focus Education Services, Inc.

ORGANIZATIONAL CHART

According to FES' corporate bylaws and three year budget summary, the organizational structure of Focus High School for years 1-3 will look and operate as follows:

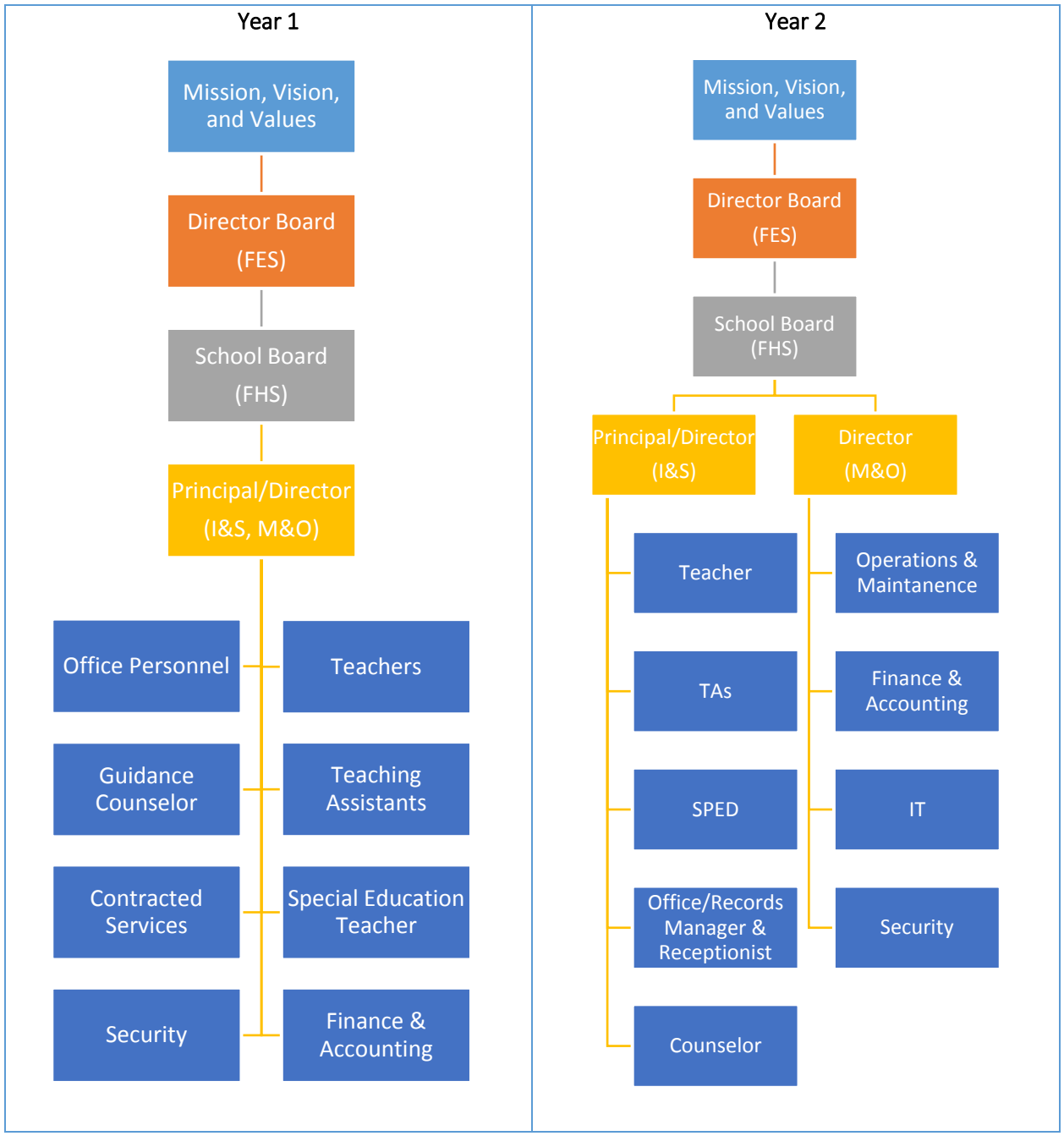

Table B.1.1: FES' Proposed Organizational Chart for Years 1-2

Focus High will open with one key administrator, the School Principal/Director who will oversee instruction and support and maintenance and operation and marketing and community outreach. We will open with grades 9 and 10 and a target enrollment count of 85 students. There will be 3 teachers and 2 student advocates (teaching assistants). 2 of the 3 full time teachers will teach core classes while the 3rd will teach elective/CTE classes. There will be a minimum of 1 special education interventionist who will be contracted. There will be 1 IT specialist, 1 secretary, and 1 part-time bookkeeper who will be contracted. The student to teacher ratio in year 1 will be 17/1 (see staffing plan in section C.3).

In Year 2, additional staff will be hired to meet the growing demands of enrollment. Focus High will hire a 2nd director. The original director (principal) will oversee instruction and support. The 2nd director will oversee maintenance and operation. A 2nd IT specialist will be hired. A counselor/career coach will be hired and report to the principal, a 2nd secretary will be hired, and the part-time contracted bookkeeper will become a full time contracted bookkeeper. The student to teacher ratio in year 2 will be 17/1.

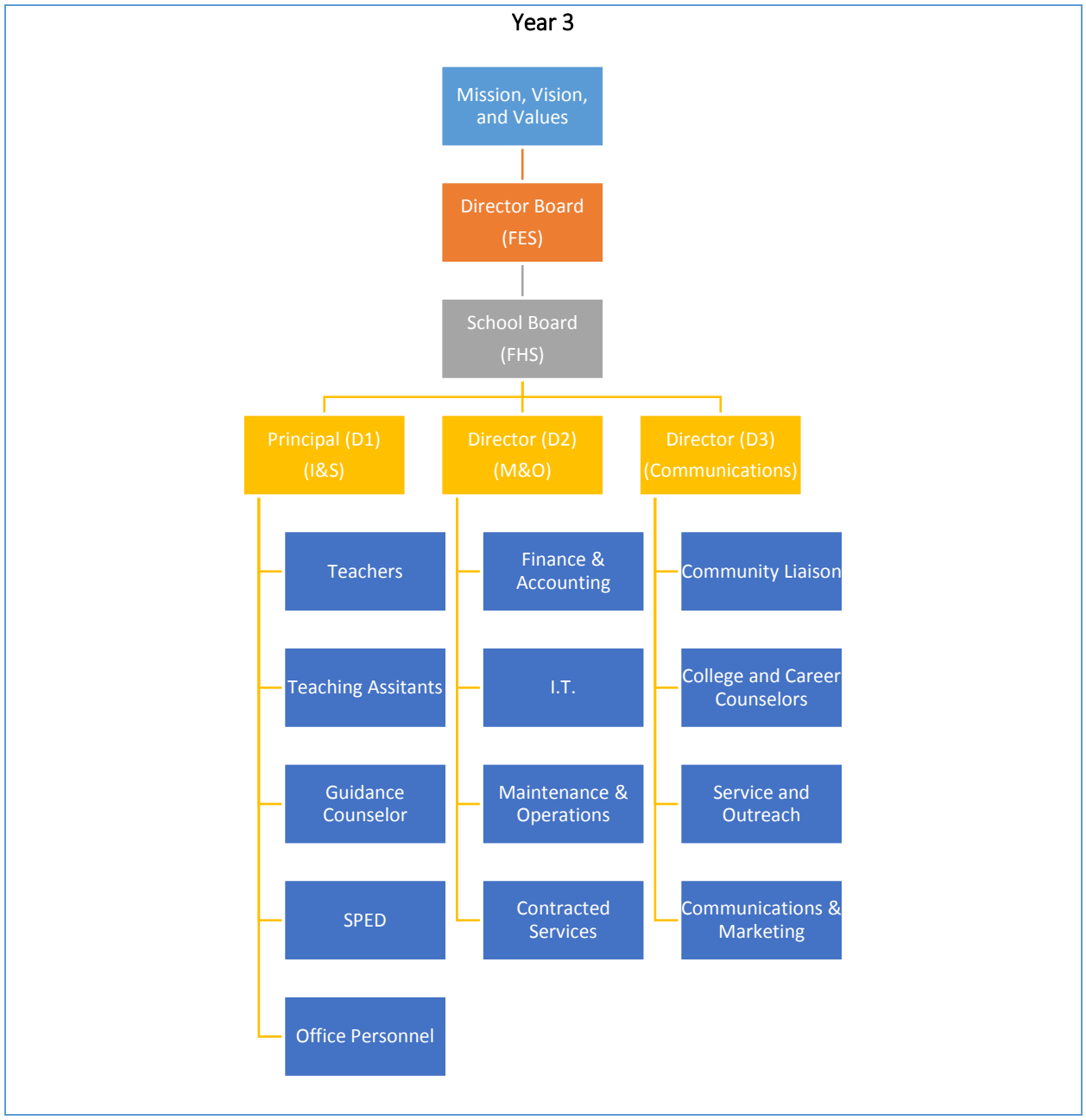

Table B.1.2: FES' Proposed Organizational Chart for Year 3

In Year 3, Focus High will hire a 3rd director and serve an estimated student population of 425 students. The new director will serve as a marketing director and a community liaison between the school and community outreach efforts. There will be 15 full time teachers, 10 student advocates, 3 IT

specialists, 2 counselors/career coaches, 2 bookkeepers, and 3 secretaries. Special education interventionists will continue to be outsourced to ensure proper staffing. The student to teacher ratio in year 3 will be 17/1.

Reporting Structure[1]

This section describes the reporting structure for the positions detailed above. Sole power to hire and terminate employees belongs to the School Principal/Director; however, the power to hire and terminate the School Director lies with the Governing Board.

The Governing Board of Focus High will serve four principal roles, clearly defined below:

- The Governing Board will fulfill the governance functions of the school.
- The Governing Board shall reach out to the community and speak with one voice.
- The Governing Board shall give of its time, talent, or treasure to ensure that the school has the resources it needs to fulfill its mission.
- The Governing Board shall be comprised of diverse, competent members who shall use their skills and expertise to further the vision, mission, and values of the organization.

The School Principal/Director[2] shall be the key on-site management of Focus High. The principal reports directly to and is held accountable by the Governing Board. The primary responsibilities of the principal shall be to:

- Implement systems designed to achieve Focus High's vision, mission, and values.
- Facilitate the selection of curricular materials to support the mission and Academic Program.
- Monitor curriculum implementation and academic growth.
- Monitor and evaluate instruction.
- Implement fiscal policies and internal controls and recommend budgets.
- Implement personnel policies to recruit, hire, evaluate, and supervise teachers.
- Speak to media and parents.
- Establish expectations for behavior and implement discipline systems, including consequences for students falling short of expectations.
- Maintain day-to-day oversight of facilities and maintenance.
- Develop parent handbook.
- Maintain compliance with regulations.

The Director of Maintenance and Operations (Director of M&O, Director of Operations, or Director2) is recruited, selected, hired, and evaluated by and reports to the School Board as the key school leader responsible for overseeing the financial and operational systems and resources of Focus High. The Director of M&O maintains systems and documentation and ensures compliance with state and federal law. Additionally, the Director of M&O manages federal and state funding sources and outside fundraising programs. Lastly, the Director of M&O will prepare for the annual audit and work in tandem with the school's non-instructional contracted business service providers such as, but not limited to: IT, Communications, Marketing, the Office Manager/Registrar, Food Services, and Contracted Business Services, including accounting and payroll.

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[1] Adapted from the Western School of Science and Technology, Inc: A Challenge Foundation Academy charter school approved by the Arizona State Board for Charter Schools

[2] The initial school director is also referred to as the Founding School Principal/Director

The Director of Communications (Director3) is recruited, selected, hired, and evaluated by and reports to the School Board. The Director of Communications is primarily responsible for building community ties and a strong school culture among students, families, and staff, planning and implementing positive behavior support systems. The Director of Communications is responsible for ensuring that Focus High's students maintain the highest expectations in regard to behavior and conduct. The Director of Communications maintains relationships with Focus High's parents and addresses parent concerns. In addition, the Director of Communications will oversee counseling and career preparation services, community service and outreach programs, and communication and marketing efforts.

The Special Education Provider (including SPED teachers) is selected and evaluated by and reports to the School Principal. The primary responsibilities of the Special Education Director/Teacher(s) are to establish and maintain a highly-effective program of instruction for students receiving special education services, maintain compliance with applicable federal and state laws, and deliver services to students receiving special education services.

Teachers are recruited, selected, hired, and evaluated by and report to the School Principal. Teachers are primarily responsible for the planning, development, and execution of a high-quality program of curriculum, instruction, and assessment.

Student Advocates (Teaching Assistants) are recruited, selected, hired, and evaluated by and report to the School Principal. Student Advocates are primarily responsible for supporting student achievement efforts and also assist teachers in the planning, development, and execution of a high-quality program of curriculum, instruction, and assessment.

The Office Manager/Registrar is recruited, selected, and hired by the School Principal, with input from the Director of Operations. The Office Manager/Registrar is evaluated by and reports directly to the Director of Operations. The primary responsibilities of the Office Manager/Registrar are to support the school's operations and maintain all school records. As such, the Office Manager/Registrar is the custodian of records for Focus High.

The Receptionist is recruited, selected, and hired by the School Principal, with input from the Director of Operations and Office Manager/Registrar. The Receptionist is evaluated by and reports to the Office Manager/Registrar. The primary responsibility of the Receptionist is to answer the phones and greet visitors to Focus High.

The Counselor is recruited, selected, hired, evaluated by, and reports to the School Principal. The College Counselor is primarily responsible for educating students and families about the process of transitioning to careers and applying and matriculating to college, maintaining partnerships with colleges, and supporting and assisting students and families during the college visitation, application, matriculation, and graduation process. The College Counselor will also be responsible for assisting students and families in securing financial aid for college.

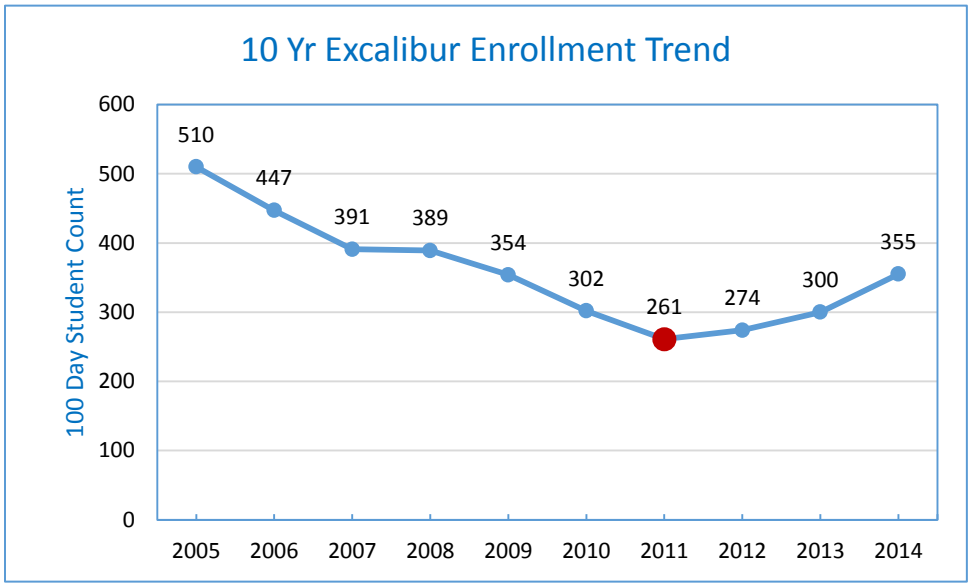
SUBSIDIARY RELATIONSHIPS

Focus is not a subsidiary of any other organization.

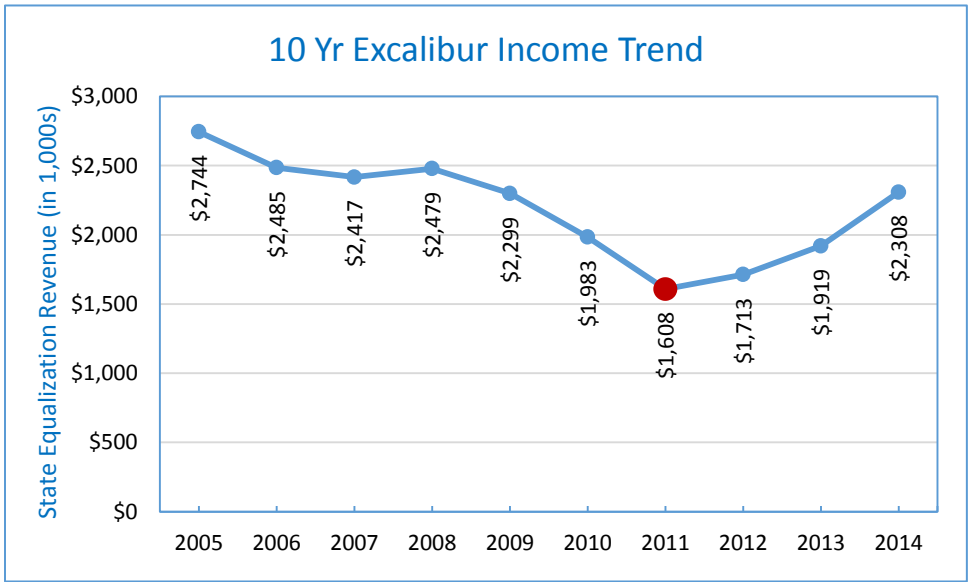
APPLICANT'S PREVIOUS CHARTER INVOLVEMENT

The Applicant, Focus Education Services, has not had any prior charter affiliation. However, Sterling Kellis, director and authorized representative of Focus, worked with Excalibur Charter Schools where he served as chairman of the board and interim superintendent/CEO. After completing his term of service, he resigned in April, 2013 to pursue other academic interests. During his tenure, Sterling helped realize significant improvements at Excalibur. In his 2 years of service, Sterling oversaw an increase in student enrollment, an increase in revenue, decrease in expenses and debt, measurable improvement in employee morale, improved parental involvement and satisfaction, and most importantly improved student academic performance. Here are a few notable accomplishments:

Increased enrollment after 6 consecutive years of decline



29% increase in annual revenue



- Increased teacher satisfaction ratings by over 30%
- Returned teacher benefits and increased teacher pay
- Helped repay large debts
- Implemented "Leader in Me" training program for students, faculty, and staff
- Improved academic performance
- Established and grew high school
- Decreased District Administrative Salary Costs from $123,876/year to $12,000/year.
- Increased AIMS Math pass rate[3] 9% (2010) to 44% (2011) in first year and to 52% (2012)
- Increased AIMS Reading pass rate[4] 47% (2010) to 100% (2011) to 71% (2012)

FOCUS PRINCIPALS: QUALIFICATIONS AND ABILITIES

Currently, Focus Education Services has two principals: Sterling Kellis and Brent Kellis and one authorized representative: Sterling Kellis. Sterling and Brent combine a unique set of skills and experience that will help FES accomplish its mission to provide motivated students the opportunity to achieve academic excellence and develop life skills in a technology-rich, career-focused, and safe learning environment taught by caring and knowledgeable educators. This section will speak to the background, skills, and accomplishments of Focus' principals and their ability to support the educational, operational, and business plan of the charter.

ROBERT STERLING KELLIS

Sterling studied Philosophy and Economics at Brigham Young University. He has a Master's in Business Administration and is currently working on a Master's in Education/Administration and Doctorate in Education Technology. Sterling works at Apollo Group in their college of Information Technology and has helped design online learning platforms and instructional videos for degree seeking students. Sterling has a passion for education and believes that effective learning starts with quality teachers empowered with the right resources. Sterling hopes to apply his passion for education and excellence by continuing to serve the needs of AZ high school students.

As previously stated, Sterling has experience working with charter schools. He has overseen the educational, operational, and business plan of an Arizona charter school. In this capacity, Sterling recognized a need and an opportunity to improve the content, curriculum, and pedagogy currently used to serve Arizona's high school students. With particular emphasis on technology-driven instructional methods and increased focus on STEM-based curriculum strategies, Sterling brings essential talent, skills, and passion to assist Focus in accomplishing its organizational Mission and Vision. For additional skills, competencies, work experience, qualifications, and achievements see Sterling's resume submitted in the title page.

[3] http://www10.ade.az.gov/ReportCard/SchoolSummary.aspx?id=[schoolid]
[4] http://www10.ade.az.gov/ReportCard/SchoolSummary.aspx?id=[schoolid]

Here is a personal letter of recommendation from Randy Gibb, ASU's Director of Aerospace, Aviation & Defense Collaboratory and Department Chair of Technology, Entrepreneurship and Innovation Management at Arizona State University's College of Technology and Innovation:

Letter of Recommendation for Sterling Kellis

I highly recommend Sterling for the leadership position of a high school charter school. He has a proven record of success leading the strategic and daily operations of a K-12 charter school, consequently, his next endeavor will prove even more successful.

I recently worked with Sterling for a year at Apollo Group, Apollo Educational Services. I was greatly impressed with him and his talents. He brings a talented mix of organizational structure and program management, as well as creative and outside-the-box thinking to solve problems. More importantly, Sterling is a person of character. I fully trust him, his opinion, and his perspective. He also possesses outstanding communication skills and an emotional intelligence in dealing with others to ensure social interactions and negotiations are handled in a win-win scenario. Finally, Sterling leads by example with his pursuit of furthering his own education. He truly epitomizes lifelong learning and an intellectual curiosity – certainly something high school students need to see in their leader.

I could not imagine anyone more capable to lead a charter school than Sterling. Please contact me for any questions/comments.

V/r,

Randy Gibb, PhD
Director of the Aerospace, Aviation & Defense Collaboratory
ASU Aviation, College of Technology & Innovation
Arizona State University, Polytechnic Campus
Mesa, AZ; Randall.Gibb@asu.edu
Colonel, USAF (Retired)
480.727.1419: O
602.363.7242: M

BRENT KELLIS

Brent Kellis studied biology and mathematics at ASU where he earned a Bachelor of Arts in Secondary Education. He also earned a Masters in Science in Chemical Engineering from Brigham Young University. Mr. Kellis brings more than 35 years of educational, engineering, and design experience to Focus Education Services. He has worked in a variety of disciplines for public organizations and private industry. In addition to his teaching experience, he has provided professional training and skills in both large and small corporate settings in the fields of petrochemical engineering, biomedical engineering, and environmental engineering.

Mr. Kellis now uses his extensive STEM field experience to help students at Red Mountain High School in Mesa, AZ. In addition to teaching math and engineering, Mr. Kellis is the Coach and Founding Mentor of the Plasma Robotics Team. In this capacity, he has worked with students, mentors, parents, school administrators, and robotics organization leaders to provide meaningful competition, outreach, and service activities for high school team members.

Mr. Kellis has successfully led teams to worldwide robotics competitions sponsored by MIT and NASA where they earned state and national recognition for their achievements in the field of robotics. Here are some of the awards Mr. Kellis has received or helped his team receive in the fields of STEM and robotics:

- 2014 Arizona Regional Champion
- 2014 Arizona Regional Engineering Inspiration Award
- 2014 Arizona Regional Imagery Award
- 2013 Las Vegas Regional Engineering Inspiration Award
- 2013 Las Vegas Regional Finalist
- 2013 Arizona Regional Innovation in Controls Award
- 2012 Arizona Regional Entrepreneurship Award
- 2012 Utah Regional Champion
- 2011 Arizona Regional Spirit Award
- 2010 Arizona Regional Champion

Brent Kellis brings a unique combination of real-world success and classroom experience to Focus Education Services that will greatly support FES' educational, operational, and business plans. For additional skills, competencies, work experience, qualifications, and achievements see Brent's resume submitted in the title page.

ROLES

The Principals of Focus Education Services will also be governing board members. Under the direction of the By-Laws, the Principals will help carry out the organizational vision, mission, and values. Brent, with his extensive STEM experience and history of helping students realize success and achievement through robotics, math, and personal finance, will be an asset in implementing the educational and operational plans. Under the direction of the board, Brent may serve in a teaching, management, and/or advisory capacity. Sterling, with his background in charter management, curriculum, learning management systems, and information technology will be an asset in implementing the educational, operational, and business plan of Focus High. Subject to board approval, Sterling will fill the role of Founding School Principal/Director and continue to lead the planning and execution of Focus High's vision and mission.