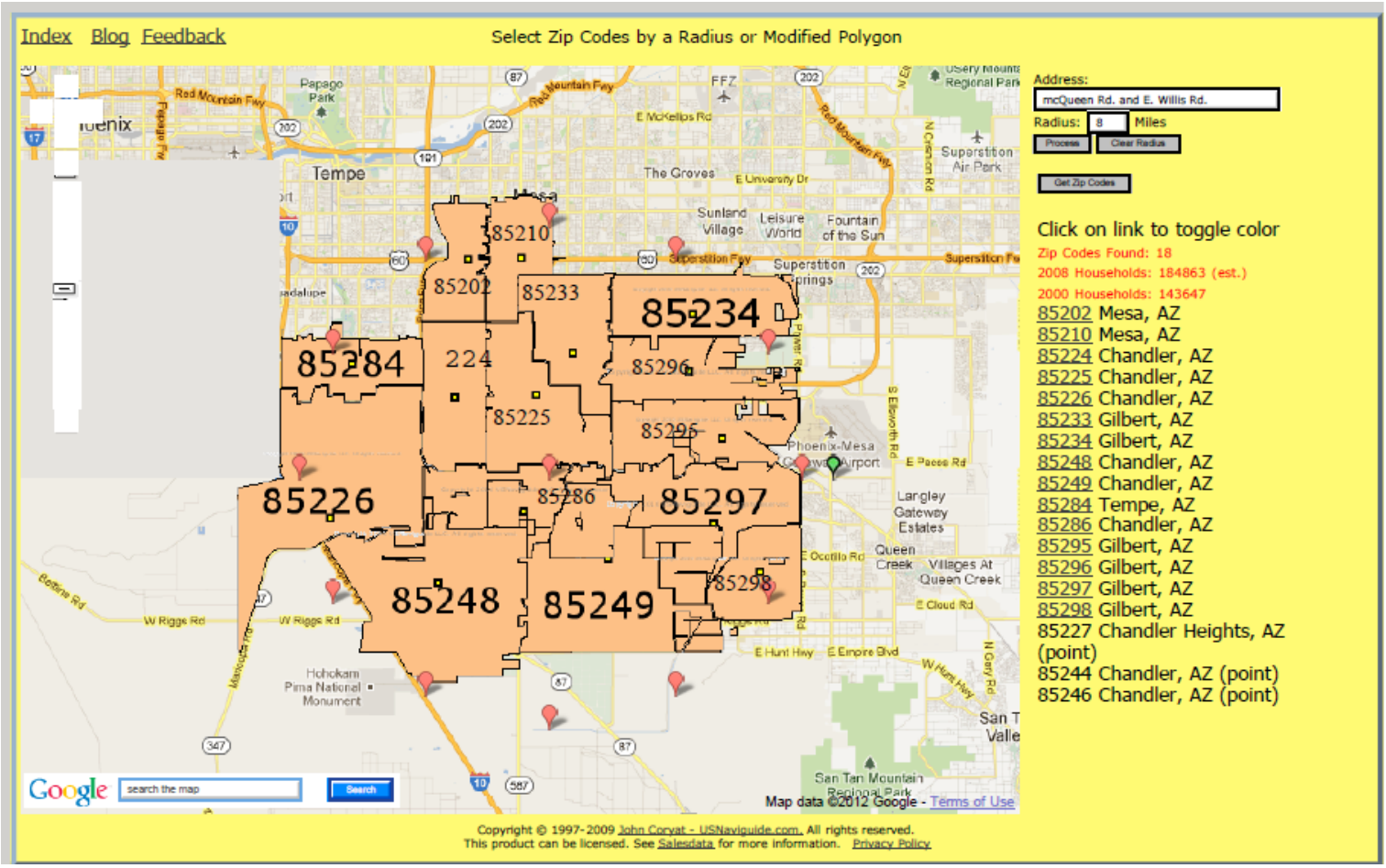
Education Plan

A.2 Target Population

Target population

John Hancock Academy is projected to be located along the 202 corridor in the East Valley, at the crossroads of McQueen Rd. and E. Willis Rd in Chandler, Arizona. The map below represents an 8-mile radius circle of the targeted location (the red point in the middle of the circle). The 8-mile target area includes 15 zip codes in 4 major cities of greater Metro Phoenix - Chandler, Gilbert, Mesa and Tempe. The immediate 4-mile radius includes primarily zip codes from Chandler and Gilbert.

Table 1: Target Area 8-mile Radius Map



Source of Map: http://maps.huge.info/zipcolors.htm

Table 2: Target Area Community Demographics (by city)

	Chandler		Gilbert		Mesa		Tempe		Average	Arizona
HOUSEHOLDS BY TYPE										
Total households		84,951.00		64,297		165,910		64,227	379,385	2,326,468
Family households		68.6%		77.1%		65.6%		51.1%	65.6%	66.3%
Family households with children under 18 years		37.4%		45.6%		29.5%		22.9%	33.9%	30.1%
Male householder, no wife present, family		5.0%		4.3%		4.7%		6.2%	5.1%	5.1%
Male householder, no wife present, family with own children under 18 years		3.4%		2.7%		2.4%		2.4%	2.7%	2.7%
Female householder, no husband present, family		10.8%		10.6%		10.8%		10.3%	10.6%	11.8%
Female householder, no husband present, family with own children under 18 years		7.2%		7.2%		6.5%		6.0%	6.7%	7.2%
Average Household size		2.69		3.03		2.63		2.42	2.69	2.63
Average family size		3.24		3.45		3.23		3.07	3.25	3.21
RELATIONSHIP										
Population in households		228,517.00		195,046		435,753		155,477	1,014,793	6,112,128
SCHOOL ENROLLMENT										
Population 3 years and over enrolled in school (through 12th grade)		49,216		49,962		84,736		23,045		1,227,663
Nursery school, preschool	4,664	6.9%	4,557	6.9%	5,353	4.6%	1,534	2.5%	82,069	5.0%
Kindergarten	4,068	6.1%	3,440	5.2%	6,446	5.5%	1,716	2.8%	89,232	5.4%
Elementary school (grades 1-8)	26,865	40.1%	28,916	44.0%	48,426	41.6%	12,464	20.3%	698,591	42.2%
High school (grades 9-12)	13,619	20.3%	13,049	19.9%	24,511	21.0%	7,331	11.9%	357,771	21.6%
EDUCATIONAL ATTAINMENT										
Less than 9th grade		3.5%		1.9%		6.4%		4.7%	4.1%	6.6%
9th to 12th grade, no diploma		4.3%		2.7%		7.4%		5.5%	5.0%	8.4%
High school graduate (includes equivalency)		19.0%		18.1%		27.8%		15.6%	20.1%	25.1%
Bachelor's degree		25.8%		26.5%		15.6%		24.2%	23.0%	16.7%
INCOME AND BENEFITS (IN 2010 INFLATION-ADJUSTED DOLLARS)										
Median household income (dollars)		$70,775		$79,989		$50,079		$47,443	$62,072	$50,448
Median family income (dollars)		$80,004		$87,708		$60,020		$63,670	$72,851	$59,840
Per capita income (dollars)		$32,559		$31,476		$24,647		$26,234	$28,729	$25,680
% OF FAMILIES WITH INCOME BELOW THE POVERTY LEVEL										
All families		5.1%		4.4%		8.6%		11.7%	7.5%	10.9%
Families with related children under 18 years		7.2%		5.6%		13.7%		17.3%	11.0%	17.2%
Families with female householder, no husband present		15.4%		13.1%		22.8%		27.7%	19.8%	28.6%
Families with female householder, no husband present with related children under 18 years		18.6%		18.0%		29.7%		37.0%	25.8%	35.9%
AGE										
Total population		229,531.00		195,046		439,639		164,147	1,028,363	6,246,816
Median age (years)		33.60		31.20		34.5		27.6	31.73	35.5
RACE										
White		79.1%		81.1%		84.0%		78.9%	80.8%	78.2%
Black or African American		4.7%		4.1%		2.8%		4.3%	4.0%	3.9%
American Indian and Alaska Native		1.2%		0.7%		2.3%		3.2%	1.9%	4.5%
Asian		7.7%		5.5%		2.1%		6.9%	5.6%	2.7%
Hispanic or Latino (of any race)		21.9%		13.2%		25.2%		20.1%	20.1%	29.0%

Source: US Census: Data Source: American Community Survey 2005-2010: http://www.census.gov/acs/www/

Table 2 presents the target area community demographics by city. Data in the table is based on the US Census American Community Survey 2005-2010 estimates and projections. The 8-mile target area includes 4 major cities of greater Metro Phoenix - Chandler, Gilbert and Mesa. Over 1,000,000 people in nearly 400,000 households live in those four cities.

The averages for the four cities, related to households and types mirror closely the state averages:

- 40% of the family households have children under 18 years of age;
- The average household size is 2.69;
- The average family size is 3.25;
- The percentage of single mothers raising their school age children is higher than the percentage of single father raising their school-age children.

Regarding the educational attainments of the population, on average:

- The majority of the population has a high school degree (20%) and bachelor's degree (23%). The percentages of people in Chandler, Gilbert and Tempe with bachelor's degree is higher than the percentage of people with bachelor's degree in Mesa.
- Compared to the state averages for the same indicator, educational attainment, higher percentage of the people living in those cities have education above high school degree.

The economic wellbeing of the population living in those four cities is slightly better than the state averages. On average for the four cities - the medial household, family and per capita income is higher that the Arizona averages and the percentage of people living below the poverty level is lower than the state average.

- The median household income is $62,072, compared to Arizona's $50,448;
- The median family income is $72,851, compared to Arizona's $59,840;
- The per capita income is $28,729, compared to Arizona's $25,680;
- 7.7% of the population live below the poverty level, compared to Arizona's 10.9%;
- The percentages of single mothers and single fathers raising their school-age children mirror the state's relationship - there are more single mothers with school age children living below the poverty level.

The four cities house younger population than the state average: the average median age for the four cities gravitates around 30.00 compared to 35.5 for the state of Arizona. The youngest population lives in Tempe, which is explained by the presence of Arizona State University, which, according to ASU's 2011 Quick Facts[1], with a 2011 enrollment of 72,254, it is the largest public university in the United States by enrollment.

The population living in those four cities is predominantly White , followed by the Hispanic or Latino group, Asian and Black and very small Native American ethnic presence.

[1] http://uoia.asu.edu/sites/default/files/quickfacts/Quick_Facts_Fall_2011.pdf

Table 3: Target Area Community Demographics (by zip code)

Zip	85210	85202	85284	85226	85224	85225	85286	85248	85249	85298	85297	85295	85296	85234	85233	
City	Mesa	Mesa	Tempe	Chandler	Chandler	Chandler	Chandler	Chandler	Chandler	Gilbert	Gilbert	Gilbert	Gilbert	Gilbert	Gilbert	Arizona
Population	37502	41535	18755	46656	46238	81813	41432	40339	42599	19861	28549	38724	38177	56655	51504	6712547
Population Change Since 1990	23%	2%	51%	167%	45%	110%	1626%	186%	2844%	1595%	3671%	1727%	1218%	227%	312%	83%
Number of Households	12785	16042	6043	16217	15593	26082	12778	15977	13009	5622	8048	11426	11238	16662	16572	2357204
Average household size	2.88	2.58	3.1	2.88	2.93	3.13	3.24	2.49	3.27	3.53	3.55	3.39	3.39	3.4	3.11	2.8
Median Age	29.21	29.73	36.46	31.58	31.99	29.98	30.59	43.95	33.61	31.4	30.21	28.91	26.69	30.68	30.91	34.42
Median Household Income	$44,335	$47,084	$110,974	$75,253	$66,821	$59,982	$78,060	$67,198	$76,991	$74,299	$74,961	$76,671	$82,773	$78,061	$79,333	$51,717
Per Capita Income	$20,795	$22,915	$41,666	$31,222	$26,801	$22,893	$28,415	$34,639	$26,608	$24,282	$23,630	$23,529	$28,614	$28,836	$28,945	$25,525
White Collar Jobs	70.45%	79.97%	74.67%	72.44%	80.93%	73.65%	76.73%	74.83%	70.01%	66.32%	70.80%	78.72%	74.89%	76.71%	65.34%	75%
Blue Collar Jobs	29.55%	20.03%	25.33%	27.56%	19.07%	26.35%	23.27%	25.17%	29.99%	33.68%	29.20%	21.28%	25.11%	23.29%	34.66%	25.29%
White	50%	58%	71%	64%	63%	52%	61%	64%	69%	67%	66%	67%	69%	72%	65%	59%
African American	3%	4%	2%	4%	4%	4%	3%	2%	1%	1%	2%	2%	3%	2%	3%	3%
Hispanic	29%	22%	15%	18%	20%	28%	21%	12%	26%	22%	22%	20%	18%	17%	19%	24%
Native American	2%	3%	1%	1%	1%	1%	1%	15%	1%	1%	1%	1%	1%	1%	1%	3%
Asian	2%	3%	7%	7%	5%	3%	4%	2%	1%	1%	1%	2%	3%	3%	6%	2%
Other	13%	9%	4%	6%	8%	12%	11%	4%	1%	8%	8%	8%	6%	6%	7%	9%
Less Than 9th Grade	11%	6%	2%	1%	4%	12%	5%	3%	10%	6%	6%	7%	2%	3%	3%	8%
Some High School	9%	7%	3%	3%	6%	9%	6%	7%	7%	11%	9%	4%	4%	5%	4%	9%
High School Graduate	30%	27%	16%	20%	25%	25%	22%	28%	25%	24%	22%	20%	24%	23%	22%	30%
Some College	26%	29%	24%	29%	28%	25%	29%	27%	31%	25%	28%	30%	32%	29%	29%	26%
Associate Degree	8%	10%	10%	11%	12%	9%	11%	9%	7%	9%	10%	17%	12%	12%	11%	9%
Bachelor's Degree	16%	21%	46%	35%	24%	19%	27%	26%	20%	25%	25%	23%	26%	28%	31%	18%
Graduate Degree	7%	11%	27%	18%	12%	9%	13%	13%	10%	8%	9%	13%	11%	12%	16%	10%

Source: www.homefair.com: Data source: US Census Bureau Estimates and Projections

Table 3 presents community demographic data, detailed by the zip codes that fall within the 8 mile radius of the target location for John Hancock Academy.

- Population change since 1990 data reveals that John Hancock Academy targets an area with some of the highest population growth that occurred in the East Valley - the new development areas in the East Valley, where the growth ranges between over 1000% to as high as 2800% in 85226, 85248, 85249, 85298, 85297 and 85296 in Chandler and Gilbert.
- The average income for the zip codes ($71,954) is approximately 40% higher that the state average ($51,717). The fact that some of the top private employers in the Greater Metro Phoenix area have located their facilities, such as:
    - Intel, Bank of America Mortgage Processing, Microchip Technology, Freesclae Semiconductors, Orbital Sciences and Verizon Wireless in Chandler[2];
    - Banner Health Care, Wal-Mart, Target, Mercy Gilbert Medical Center, GoDaddy.com, Fry's Food Store, Dillard's, Costco, B H Drywall, Stucco & Painting, General Dynamics, Hunter Contracting in Gilbert[3];
    - The Boeing Company, Banner Medical Centers and Empire Southwest/Caterpillar, LLC in Mesa[4], and
    - Arizona State University, SRP, Safeway Inc., Wells Fargo, Freescale Semiconductor (Motorola), Honeywell, Chase Manhattan Corporation, US Airways, Edward Jones, Sundt and State Farm Insurance in Tempe[5].

  These employers provide top employment white collar jobs opportunities, which require higher levels of education - the zip codes reveal that the prevailing percentage of people with bachelor's degree is an average over 25% to as high as 35%in Chandler's, as high 31% in Gilbert's and highest of 46% in Tempe's zip codes. Those averages are higher than the state average for education attainment (18%) and at certain zip codes exceeds that average to as much as 300%.

  The top public employers, according to the cited sources for all four cities are the school districts, followed by the city governments. The fact that school districts in these four cities is the largest public employer speaks of the high demand of educational services in the target area.

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[2] Data Source: City of Chandler Economic Development; updated March 2012, From http://www.chandleraz.gov/default.aspx?pageid=305, accessed on June 14, 2012

3 Data Source: http://phoenix.about.com/od/govtcity/ss/gilbert_4.htm, accessed on June 15, 2012

[4] Data Source: The Business Journal Book of Lists, based on the number of full-time equivalent employees; Mesa Chamber of Commerce, From http://mesaaz.gov/economic/TopEmployers.aspx, accessed on June 15, 2012

[5] Data Source: Tempe's Top Employers Revised May 2012 , From http://www.tempe.gov/modules/showdocument.aspx?documentid=8955, accessed on June 15, 2012

Table 4: Target Area School Community:

Total Schools:	Chandler Unified	42	
	Total Students:		38,147
	Student/Teacher Ratio:		19.21
Total Schools:	Gilbert Unified	43	
	Total Students:		38,800
	Student/Teacher Ratio:		18.49

Source:
http://nces.ed.gov/ccd/districtsearch/district_detail.asp
Data Source: *CCD Public school district data 2009-2010, 2010-2011 school years*

Chandler Unified District Elementary Schools	(30)	Gilbert Unified District Elementary Schools	(27)
Chandler Unified District Middle Schools	(10)	Gilbert Unified District Middle Schools	(11)
Chandler Unified District High Schools	(7)	Gilbert Unified District High Schools	(7)

Source: www.greatschools.org
Data Source: AZ Dept. of Education, 2007-2008

Ethnicity	**Chandler Unified District**	State Average
White	57%	45%
Hispanic	28%	41%
Asian	7%	3%
Black	7%	6%
American Indian or Alaska Native	<1%	6%

Source: www.greatschools.org
Data Source: AZ Dept. of Education, 2007-2008

Ethnicity	**Gilbert Unified District**	State Average
White	73%	45%
Hispanic	17%	41%
Black	5%	6%
Asian	5%	3%
American Indian or Alaska Native	<1%	6%

Source: www.greatschools.org
Data Source: AZ Dept. of Education, 2007-2008

	Chandler Unified	State Average
Students eligible for free or reduced-price lunch program	28%	51%
English language learners	9%	14%
Special Education	11.4%	10-12%
	Gilbert Unified	State Average
Students eligible for free or reduced-price lunch program	19%	51%
English language learners	3%	14%
Special Education	12.4%	10-12%

Source: www.greatschools.org
Data Source: AZ Dept. of Education, 2007-2008

John Hancock Academy will be drawing students primarily from the two school districts that immediately surround the target location for the school - Chandler and Gilbert Unified Districts. Combined, both school districts service approximately 77,000 students in 85 PK-12 schools (57 elementary, 22 middle and 14 high schools). The population demographics and the population growth, especially in some of the zip codes in the target area (over 1000% in 85226, 85248, 85249, 85298, 85297 and 85296 in Chandler and Gilbert), which speaks of brand new development areas reveal student population growth. This population growth and the resulting student growth creates a need for charter schools, including John Hancock Academy to target this particular market in the East Valley.

The majority of the students in the targeted school districts are elementary school age - John Hancock Academy targets children in the K-6 grade age span. The students that go to these school districts reflect the population demographics - they are predominantly White, followed by the Hispanic, Asian and Black groups. The students eligible for free and reduced lunch in both school districts are below the state average of 51%. As a result of the population demographics, the percentage of English language learners is substantially below the average for the state (14%). The percentage of special education students are at the upper end of the national and state averages of 10-12%.

The average school size, based on the 20 district and 12 charter schools located in the immediate 4-mile area from the targeted location is 515 students, with districts schools being approximately twice as larger than the charter schools (approx 700 for district and 300 for charter schools). The planned school size for John Hancock Academy is 570 students at full growth, which is approximately in the middle of this school size range.

The teacher/student ratio for both school districts is 19.21 (Chandler) and 18.41 (Gilbert). John Hancock Academy's educational model includes lower teacher/student ratios - 1:15 for KG and 1st grades and 1:15 to 1:20 for 2nd through 6th grades.

Based on the community and student economic and demographic profiles of the target area, John Hancock Academy estimates the following general profile, established on averages for the various variables: **Table 5: John Hancock Academy - Estimated Average Student Demographic Profile:**

Ethnicity	Happy Valley School (actual data)	John Hancock Academy (Estimate Averages)
White	55%	65%
Hispanic	31%	23%
Asian	1%	6%
Black	1%	6%
American Indian or Alaska Native	1%	<1%
Income		
Students eligible for free or reduced-price lunch program	14%	10%-40%
Language Attainment		
English language learners	1%	6%
Special Education	5%	12%
School Size	761	570 (at full growth)
Class Size	30 (KG & 1st)	30 (KG & 1st)
	25 (2nd-6th)	25 (2nd-6th)
Teacher/Student Ratio	1:15 (KG &1st)	1:15 (KG &1st)
	1:15 to 1:20 (2nd-6th)	1:15 to 1:20 (2nd-6th)

Table 6: Student Academic Achievement: School Level Data

School Name	Number of Students	Free/Reduced Lunch Eligible	Per Pupil Funding	AZ Learns Label	A-F Label	Math Proficiency	Reading Proficiency	Math Median Growth Percentile	Reading Median Growth Percentile
Charter Schools:									
1.Benjamin Franklin Charter School - Gilbert	472	0%*	$5,811	Excelling	A	85.2	91.7	63.0 Typical	51.0 Typical
2.Chandler Scholastic Academy	78	0%*	$7,189	Performing Plus	n/a	75.6	87.8	48.5 Typical	33.5 Typical
3.American Leadership Academy- Gilbert	503	0%*	$7,477	Performing Plus	C	61.6	82.9	42.0 Typical	39.0 Typical
4.Sequoia Choice - Star Performing Arts	122	0%*	$6,319	Performing Plus	C	46.8	74.2	26.0 Low	47.0 Typical
5.Dobson Academy, The - A Ball Charter School	589	34%	$7,151	Highly Performing	A	82.1	93.7	58.5 Typical	53.0 Typical
6.Gilbert Arts Academy	194	40%	$9,314	Highly Performing	n/a	67.7	88.7	34.5 Typical	52.0 Typical
7.Leading Edge Academy	141	21%	$7,257	Performing Plus	C	69.2	83.1	47.5 Typical	38.0 Typical
8.Learning Foundation - Gilbert	310	46%	$7,524	Performing Plus	B	64.1	84.1	52.5 Typical	52.0 Typical
9. Imagine Charter Elementary at West Gilbert	416	29%	$9,243	Highly Performing	B	61.5	80.7	49.0 Typical	52.0 Typical
10. Imagine Charter Middle at West Gilbert	113	38%	$7,616	Performing Plus	B	54.8	71.2	75.0 High	53.0 Typical
11.Vector Prep and Arts Academy	156	84%	$7,995	Performing	n/a	46.6	70.7	45.5 Typical	56.5 Typical
12.Great Hearts Academies - Chandler Prep	933	0%**	$8,743	Excelling	A	91.8	97.5	43.5 Typical	48.0 Typical
13.Great Hearts Academies - Archway Chandler	506	0%**		n/a new school	n/a	n/a	n/a	n/a	n/a
14.BASIS Chandler	690	0%**	$230,000	n/a new school	n/a	n/a	n/a	n/a	n/a
15.Athlos Traditional Academy	399	0%**	$6,256	n/a new school	n/a	n/a	n/a	n/a	n/a
* Does not measure; ** New School									
Charter Schools Averages:	317	42%	$7,612			67.2	84.7		
District Schools:									
16.Anna Marie Jacobson Elementary School	932	13%	$7,920	Excelling	A	85.9	94.1	60.0 Typical	62.0 Typical
17.Ashland Elementary	885	18%	$8,362	Excelling	B	81	91.4	46.0 Typical	44.0 Typical
18.Chandler Traditional Academy - Independence	909	3%	$7,920	Excelling	A	93.1	96.6	52.0 Typical	56.0 Typical
19.Chandler Traditional Academy - Liberty Campus	787	9%	$7,920	Excelling	A	94.3	95.5	57.0 Typical	59.0 Typical
20. Dr Howard K Conley Elementary School	690	40%	$7,920	Highly Performing	B	75.7	86.4	50.0 Typical	53.0 Typical
21. Erie Elementary School	508	80%	$7,920	Performing Plus	C	48.2	69.6	50.0 Typical	55.5 Typical
22.Frye Elementary School	686	83%	$7,920	Performing	C	51	58.3	50.0 Typical	37.5 Typical
23.Hartford Sylvia Encinas Elementary	627	89%	$7,920	Performing	D	48.6	63.5	39.0 Typical	38.0 Typical
24.Ira A. Fulton Elementary	875	10%	$7,920	Excelling	A	87.9	95.7	57.0 Typical	57.5 Typical
I25.Islands Elementary School	637	32%	$8,362	Highly Performing	B	67.4	84.3	42.0 Typical	43.0 Typical
26.Knox Elementary School	504	53%	$7,920	Performing Plus	C	51.7	72.9	51.0 Typical	53.0 Typical
27.Marshall Humphrey Ii Elementary School	457	47%	$7,920	Performing	C	48.5	69.9	44.5 Typical	46.0 Typical
28.Quartz Hill Elementary	809	10%	$8,362	Excelling	A	87	92.4	48.0 Typical	51.0 Typical
29.Robert and Danell Tarwater Elementary	813	16%	$7,920	Excelling	B	83.5	90	46.0 Typical	44.0 Typical
30.Rudy G Bologna Elementary	722	61%	$7,920	Performing	C	53.8	72.4	44.5 Typical	49.0 Typical
31.San Marcos Elementary School	511	91%	$7,920	Performing	C	49.8	59.1	34.0 Typical	41.0 Typical
32.Sanborn Elementary School	745	34%	$7,920	Highly Performing	C	68.3	81.3	47.0 Typical	44.0 Typical
33.Shumway Elementary School	628	44%	$7,920	Performing Plus	C	63.3	71.7	42.0 Typical	42.0 Typical
34.Spectrum Elementary	705	21%	$8,362	Highly Performing	B	76.6	88.4	45.0 Typical	52.0 Typical
35.T. Dale Hancock	830	31%	$7,920	Excelling	A	82.2	88.4	54.0 Typical	57.0 Typical
District School Averages:	713	39%	$8,008			69.9	81.1		

Source: Arizona Charter Schools Association Education Evaluator Database: Data Source: Arizona Department of Education 2010-2011 SY

Table 7 presents school level data for the existing and operating 20 district and 12 charter schools located in the immediate 4-mile area from the targeted location for John Hancock Academy.

- The average school size, based on the 20 district and 12 charter schools located in the immediate 4-mile area from the targeted location is 515 students, with districts schools being approximately twice as larger than the charter schools (approx 700 for district and 300 for charter schools). The planned school size for John Hancock Academy is 570 students at full growth, which is approximately in the middle of this school size range.
- The average percentage of students eligible for the free and reduced lunch for all 35 public schools reviewed is 40% and ranges from as low as 3% to as high as 89%. Some of the charter schools, marked with "*" do not collect data on the free and reduced eligibility of their students. Others, marked with "**" are new schools and data for them is unavailable.
- Academic Performance - student achievement and academic growth levels.
    - 31% of the schools are "Excelling" and have earned the highest "A" rated label;
    - 28% of the schools are "Highly Performing" or Performing Plus" and have earned "B" rated label;
    - 38% of the schools are "Performing" or Performing Plus" and have earned "C" rated label;
    - 1% of the schools are "Performing" and have earned "D" rated label;
    - 1% of the schools (s schools) have not received their A-F label;
    - With the exception of one school, all other 31 schools have achieved typical academic growth for their students.

Table 7: Academic Achievement Data - Comparisons to Averages in Public Schools in Target Area

	Number of Students	Free/Reduced Lunch Eligible	Per Pupil Funding	AZ Learns Label	A-F Label	Math Proficiency	Reading Proficiency	Math Median Growth Percentile	Reading Median Growth Percentile
Charter Schools Averages:	317	42%	$7,612			67.2	84.7		
District School Averages:	713	39%	$8,008			69.9	81.1		
Combined Charter and District Averages	515	40%	$7,810			68.5	82.9	Typical Growth	Typical Growth
Happy Valley School (Gaddie School) (Charter)	761	14%	$6,709	Excelling	A	90.6	97.2	60.0 Typical	54.0 Typical
State of Arizona (Average for All Grades, except Growth for-K-8)		51%				79.0	64.0	48.0 Typical	49.0 Typical

Table 8: Academic Achievement Data - Comparisons to Best Performing Public Schools in Target Area

Chandler Traditional Academy - Independence (D)	909	3%	$7,920	Excelling	A	93.1	96.6	52.0 Typical	56.0 Typical
Chandler Traditional Academy - Liberty Campus (D)	787	9%	$7,920	Excelling	A	94.3	95.5	57.0 Typical	59.0 Typical
Great Hearts Academies - Chandler Prep (Charter)	933	0%	$8,743	Excelling	A	91.8	97.5	43.5 Typical	48.0 Typical
Happy Valley School (Gaddie School) (Charter)	761	14%	$6,709	Excelling	A	90.6	97.2	60.0 Typical	54.0 Typical
State of Arizona (Average for All Grades, except Growth for-K-8)		51%				79.0	64.0	48.0 Typical	49.0 Typical

Table 7 presents information that compares data about Happy Valley School (a school, representing a typical Gaddie Educational Model) to averages among district and charter public schools. Table 8 presents information that compares data about Happy Valley School to the best performing district and charter public schools in the immediate target area.

The Gaddie Educational Model, as implemented by John Hancock Academy meets the needs of the target population in several key areas: (1) Need for more schools in the target area; (2) Need for quality educational choices for parents and students in the target area and in Arizona; (3) Need for a quality program of instruction to improve student achievement in the target population; and (4) Need for efficient public education.

1. Need for more schools in the target area:

John Hancock Academy will be located along the 202 corridor in the East Valley, at the crossroads of McQueen Rd. and E. Willis Rd in Chandler, Arizona. The connected transportation loop between 101, 202 and I-60 provides for increased accessibility of the school location.

The East Valley has experienced some of the highest rates of population growth in the greater Metro Phoenix area and Arizona, ranging from 45% to over 2,000% growth as the US Census Bureau data shows since 1990 (Table 3). As a result, many of the elementary level public district schools in the area are large (average over 700 students) with large classes and cannot adequately serve the diverse educational needs of the student population.

Two major school districts in the immediate target area (less than 4 miles radius) - Chandler Unified and Gilbert Unified serve approximately 77,000 students (K-12) with additional 5,000 K-8 students served in 13 charter schools[6]. The eight mile radius of the target area includes parts of Mesa and Tempe, which substantially increases the outreach of the school (over 100,000 students in the K-6 targeted range). Four new charter schools with approved charter applications are scheduled to be opened, which evidences the demand for more schools in the area. John Hancock Academy will need to attract less than 1% of the 77,000 district students, to reach its enrollment target of 570 students at full growth. To better serve the needs of the targeted student population, John Hancock Academy plans to provide free-of-charge transportation services to increase its outreach to all students in the targeted community.

2. Need for quality educational choices for parents and students in the target area and in Arizona:

John Hancock Academy is designed to provide a high quality educational program, which will ensure the success for all of its students - it provides a time-tested curriculum delivered through instructional methodology which has proven over time to deliver high-level academic results, while building strong character, knowledge skills and citizenship values to help its students succeed in high schools of their choice and later in career, college and in life. Education Week's Quality Counts Report for 2012 places Arizona at the bottom of the scale with an overall C- Grade for the state of its education - in 44th place among the 51 states.[7]

In the target area, only 9 schools, those with "A" rated label, (or 31%) of the 32 public (district and charter) schools[8] researched in the immediate 4-mile radius area of the target location, which serve the targeted grades (K-6) meet and exceed the state levels of math and reading proficiency (Table 6). This immediately leaves the rest of the students in the 23 schools (or 69%) academically underserved by their district schools. John Hancock Academy will generally target all K-6 students in the 8-mile radius target area , but will specifically focus on the students in schools with B, C, and D labels by offering them a high quality school choice to address their need for better education and increased academic achievement

[6] Arizona Charter School Association: Education Evaluator 2011 SY Data
[7] Education Week: Quality Counts 2012 - State Report Cards, http://www.edweek.org/ew/qc/2012/16src.h31.html
[8] Three of the 35 public schools are new schools and no academic information was available at the time of analaysis.

that will prepare them for the rigors of junior high, high school and beyond. John Hancock Academy plans to provide free-of-charge transportation services to increase its outreach to all students in the targeted community.

3. Need for a quality program of instruction to improve student achievement in the target population

The academic program of John Hancock Academy, based on the Gaddie Educational Model, will fill in the wide academic performance gap that currently exists in the area, despite the presence of A-rated schools.

- The reading and math proficiency levels of the students educated with the Gaddie Educational Model at Happy Valley School, a Gaddie school with Excelling and A-rated status compare to those of the highest performing public schools in the comparison sample, which validates the efficiency of the Gaddie curriculum and instructional methodology (Table 7).
- With the Gaddie Educational Model **all students** learn to read in their KG grade and by 3rd grade, they already read with comprehension. Researchers have long recognized the of the importance of students to learn to read by 3rd grade and the link between school graduation and school dropout, which can be predicted based on the characteristics exhibited in 3rd grade.[9] The poor reader in first grade, continues to be a poor reader (Francis, Shaywitz, Stuebing, Shaywitz and Fletcher, 1996; Torgesson and Burgess, 1998). [10]
- In mathematics, the achievement levels and academic growth levels of the students educated with the Gaddie Educational Model at Happy Valley School meet and exceed the levels of the highest performing district and charter schools in the comparison sample and in Arizona. "Mathematics achievement is often characterized as a gatekeeper for college admission, a critical filter restricting choice of majors and a significant predictor of overall college success," says one of the authors of a study, entitled "The Long-Term Effects of Small Classes in the Early Grades: Lasting Benefits in Mathematics Achievement at Grade 9".[11] The researchers also adds that mathematics achievement also is an important predictor of how much income people earn throughout their careers.
- The Gaddie Educational Model meets the needs of the target population for increased academic performance in that it addresses the diverse needs of all students in the target population. The highest performing schools in the sample serve a very limited number of low-income students - between 0% and 9%, which in the comparison sample shows that those schools educate fairly high income students. For comparison, Happy Valley School, where the Gaddie Educational Model is

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[9] The Arizona Department of Education Reading First Program provides a detailed analysis and research base for the link between reading achievement in early elementary grades and later academic success. According to their cited research, this link has been documented as early as the late 60's and early 70's (Bloom and Lloyd, 1978). Research has shown that school graduation and school dropout can be predicted based on the characteristics exhibited in 3rd grade. Of these, reading achievement and most recently included math achievement is one of the most predictive (Lloyd, 1978). ADE research cites: "One of the most compelling findings from recent research is that children who get off to a poor start in reading, rarely catch up" (Torgeson, 1998). In a report, ((published in 2011) supported by the Annie E. Casey Foundation entitled *Double Jeopardy: How Third-Grade Reading Skills and Poverty Influence High School Graduation* the researchers confirm this link in the first national study to calculate high school graduation rates for children at different reading skill levels and with different poverty rates. "Results of a longitudinal study of nearly 4,000 students find that those who don't read proficiently by third grade are four times more likely to leave school without a diploma than proficient readers. For the worst readers, those couldn't master even the basic skills by third grade, the rate is nearly six times greater."

[10] Ibid.

[11] "The Long-Term Effects of Small Classes in the Early Grades: Lasting Benefits in Mathematics Achievement at Grade 9" published in the *Journal of Experimental Education, April 26, 2001, Vol. 20 No. 15.* Source: http://chronicle.uchicago.edu/010426/class-sizes.shtml

implemented with tremendous success, 14%of the students qualify for free and reduced lunch. In addition, the Gaddie Educational Model very successfully has addressed the needs of students with special and ELL needs.

- The students taught with the Gaddie Educational Model are recognized for their high academic performance and very much desired at nationally recognized top performing college prep high schools, such as BASIS (in Arizona). As is the case with Happy Valley School, BASIS positioned their North Phoenix campus near Happy Valley School as a natural quality feeder school.

4. Need for efficient public education:

The Gaddie Educational Model implemented in John Hancock Academy meets the need for efficient public education by achieving academic excellence in a very efficient way: according to the Arizona Charter School Association's Education Evaluator dataset for SY2011 Happy Valley School operation cost the taxpayer only $6,709 per student, which is substantially below the cost per student compared to similar Excelling and/or A-rated district or charter schools (Table 8). In addition, as a Gaddie school, John Hancock Academy will not charge the parents any upfront fees or extra fees, while providing a full-day Kindergarten and transportation services.

Class size and teacher- student ratios

Class size:

- Consistent with the Gaddie Educational model, class size at John Hancock Academy will be limited to 25-30 students.

Teacher/Student Ratios:

- For KG and 1st grade levels, the model includes a full time teacher and a full time instructional aide at all times, which translates to a 1:12 to 1:15 teacher/student ratio;
- For 2nd through 6th grades, the model includes a full time teacher and a part-time instructional aide, which translates to approximately 1:15 to 1:20 teacher/student ratio.

The class size and the teacher/student ratio in the Gaddie Educational Model facilitates the implementation of the Gaddie's own developed scientifically-based curriculum (traditional, time-tested, back to basics) and the application of the instructional methodology that delivers it (direct instruction, ability grouping and mastery learning) for increased student achievement. It meets the needs of the target population for smaller class sizes and individual teacher attention to each student, as well as early intervention. With the Gaddie Educational Model and class size and teacher/student ratio, students learn to read in their KG grade and by 3rd grade, they already read with comprehension.

Researchers think small class sizes are effective because they provide opportunities for more individualized instruction. "For example, with small classes, teachers can identify and remedy incipient problems among students at risk for low achievement,"[12] . "Small classes may make existing instruction more effective. For example, small classes may lead to fewer disruptions and more time on academic instruction or more effective whole-class instruction", as reported by one of the researchers in the study, which is the first study to track the impact of early small class size on high school mathematics achievement, which is an important predictor of future success. Students beginning school in small classes continue to benefit many years later and outscore other students in high school mathematics, according to new research co-authored by scholars at the University of Chicago.

[12] The results are reported in "The Long-Term Effects of Small Classes in the Early Grades: Lasting Benefits in Mathematics Achievement at Grade 9" a study published in the *Journal of Experimental Education*, *April 26, 2001 Vol. 20 No. 15* Source: http://chronicle.uchicago.edu/010426/class-sizes.shtml