REVISED Operational Plan B3.1 Education Service Providers

Function	CMO Responsibilities/Services	School Responsibilities/Services

We intend to have a governance relationship with a Charter Management Organization (CMO).

The CMO that Phoenix Collegiate Academy Elementary will be contracting with and having a governance relationship with will be Phoenix Collegiate Academy, Inc.

How the CMO Relationship Meets Needs of Target Population

Phoenix Collegiate Academy, Inc. has established Phoenix Collegiate Academy middle school and high school. Founded in 2009 in order to serve the students of South Phoenix, Phoenix Collegiate Academy has maintained an average of over 93% Free and Reduced Lunch populations for all four years that students have been attending, thus proving that the target population of both schools (the target for Phoenix Collegiate Academy Elementary is low-income students as well) is the same. In the four years of PCA middle schools operation, the school earned an "A" label in both 2011 and 2012 and as a school average outperformed the area district (Roosevelt School District) by over 20% in both reading and math on the AIMS assessment. In 2012, Phoenix Collegiate Academy was named the Arizona Charter School of the Year by the Arizona Charter Schools Association for our exemplary work with low-income students.

Description of Services Provided by the CMO

The CMO provides performance goals for each school as a whole, leads curricular initiatives and standards, and conducts network-wide Professional Development and training opportunities. Further, the network analyzes data from across all schools. The CMO establishes the core values of the organization, oversees the entire student recruitment process and the initial recruitment and vetting of staff. The CMO sets promotion criteria and manages HR services, Vendor relationships, facilities management and CMO wide network budgets. The following table (Figure B3.a:CMO vs, Site Level Responsibilities) outlines this relationship in further detail.

B.3.1.b Description of Services Provided by the CMO

The CMO provides performance goals for each school as a whole, leads curricular initiatives and standards, and conducts network-wide Professional Development and training opportunities. Further, the network analyzes data from across all schools. The CMO establishes the core values of the organization, oversees the entire student recruitment process and the initial recruitment and vetting of staff. The CMO sets promotion criteria and manages HR services, Vendor relationships, facilities management and CMO wide network budgets. The following table (Table 1) outlines this relationship in further detail.

Contractually, the school is required to pay a percentage of the per-pupil student funds to the CMO in return for the services listed above and below in Table 1. This is an annual contract that will be reviewed regularly by the governing body of the school, and the corporate board at the CMO. The contract binds the CMO to providing services as listed below.

Figure B3.a:CMO vs. Site Level Responsibilities

Performance Goals	• Establishes milestones and goals with key funders • Sets consolidated Network-wide goals as well as school goals applicable to all campuses	• Sets individual campus, grade level and classroom performance goals
Curriculum	• Leads discussion and establishes Network curriculum changes and new initiatives • Sets Network curriculum standards that schools must work within	• Executes individual campus curriculum
Professional Development	• Organizes and conducts Network Professional Development Days • Organizes curriculum-related training on network-supported programs, such as MAP testing or Mastery Connect	• Sets individual school professional development and planning schedule • Conducts individual school professional development
Assessments and Data Management	• Sets timing and system to administer assessments (ex: MAP) • Analyzes data and leads discussion at monthly Academic Perfomance meetings	• Adjust or supplement instruction based on data from assessments
Culture	• Establishes core values • Facilitates network-wide and/or cross-campus programs and activities for staff and students (eg. Battle of the Books, Spelling Bee, and basketball tournament)	• Establishes individual school goals within Network core values • Builds school culture through regularly scheduled classroom community meetings, school-wide assemblies, and family nights • Selects and implements school community curriculum and Character Development curriculum
Student Recruitment	• Sets Network enrollment/recruitment goals • Sets enrollment targets per campus	• Sets individual school recruitment strategies
Promotion	• Sets criteria and process standards for promotion at all	• Nominates candidates for promotion

	levels • Approves candidates for promotion	
School Staff Recruitment and Hiring	• Determines list of key partnerships for acquisition of staff and leaders • Determine staffing needs of the CMO and school leadership • Determine staffing needs of individual schools, along with school principals • Sets Network criteria and process standards for recruitment and hiring • Conduct first screen of all candidates	• Interviews and hires school staff
HR Services (Payroll, Benefits, Etc.)	• Negotiates benefits package • Sets compensation and bonus guidelines	• Determines compensation per school staff member within the constraints of school budget and Network guidelines for individual positions
Facilities Management	• Hires outsourced facilities and maintenance crews	N/A
Budgeting, Finance and Accounting	• Approves campus and Network budget • Sets system for finance and budget management and requisitions	• Sets campus budget, pending approval by CMO
Information Technology	• Sets Network standards and policies on equipment and software • Selects data and management systems to be used Network-wide (e.g. Synergy) • Procures all new IT equipment	• Approves equipment/technology requests by school staff and submits to CMO • Determines needs and specific settings within technology systems (e.g. Synergy)
Vendor Management / Procurement	• Consolidates requests by schools for identical needs and selects vendor for procurement	• Nominates vendors for procurement of various school items

Relationship Between CMO and Applicant is consistent with Articles and Bylaws

The Articles of Incorporation identify the Principals as Janene Miller, Michael Zimmerman and Tomas Reveles. This group has approved through a resolution of intent to apply for a charter to add this organization, Phoenix Collegiate Academy Elementary, to the CMO. This is consistent in Bylaws and Articles of Incorporation.

Costs Associated with the CMO Relationship

The start-up budget reflects no costs to Phoenix Collegiate Academy Elementary as this year is considered free. The included budget pages for this application assumes graduated CMO fees at lower than 10% in years 1 and 2 if school is unable to meet 100% of enrollment goals.

Year 3 and onward at the standard rate for all schools in the CMO which is 10% of state per-pupil funding. These are all reflected in the budgets in this application.

Required Exhibits (see next pages)

Background Information on the CMO

The 2012 School Report Card from the Arizona Department of Education is on the next page (Page 5). This is the most relevant performance data for the only other school the CMO manages which is Phoenix Collegiate Academy.

List of Other Schools Managed by the CMO, State and Contact Information for School

1. Phoenix Collegiate Academy, Arizona, 5610 S Central Avenue, Phoenix, 85040; (602-268-9900)

Service Agreement Template between Phoenix Collegiate Academy Elementary and CMO

This service agreement has yet to be executed as there are still reviews by technical experts being completed. The template for this document is attached on page 6 of this section.

SCHOOL REPORT CARD 2012

Arizona Department of Education

John Huppenthal Superintendent of Public Instruction

Research and Evaluation Section
(602) 542-5151 / reportcards@azed.gov

Phoenix Collegiate Academy Charter School

Phoenix Collegiate Academy, Inc.

5610 S Central Avenue
Phoenix, AZ 85040
(602) 268-9900 office
(602) 268-9911 fax
www.phxca.org

Principal	Not Avail
Entity ID	90274
CTDS	078559001
Grades Served	5 - 8
Students Enrolled	253
Type of School	Charter Facility

School Mission and Goals

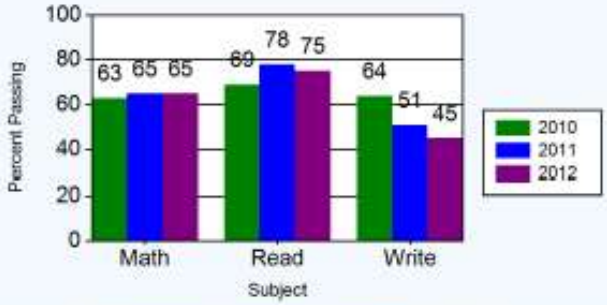
Phoenix Collegiate Academy prepares students to succeed in college and be leaders in our community.

Office Hours	7:00 AM to 5:00 PM
Number of Instruction hours	9
Number of Instruction days	Not Avail
School Year Start and End	Not Avail

A-F Letter Grade For The School	A
The Federal School Improvement Status	None
The AMO Status For This School	Met
The AYP Status For This School	Discontinued

Test Results for Spring 2012

Arizona's Instrument to Measure Standards (AIMS)



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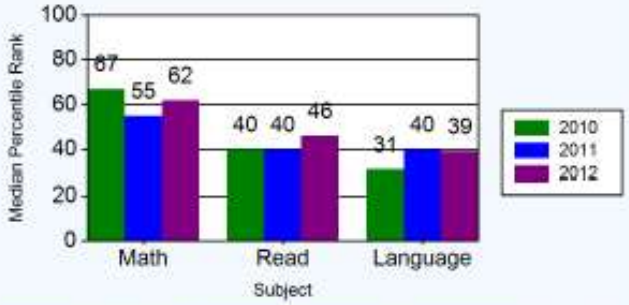


Measure of Academic Progress (MAP)

Coming Soon

On campus Incidents: 0

No comments reported

Arizona English Language Learners Assessment (AZELLA)

ELL Reclassification Rate 80%

School Performance Measures

Attendance Rate	95.7%
Promotion Rate**	95.0%
Dropout Rate	0.9%
Four-Year Graduation Rate*	NA
Five-Year Graduation Rate*	NA

* - Graduation Rate does not apply to K-8 Schools
** - Promotion Rate is based on self-reported data (October 1 Enrollment and year-end number of students promoted)
NA - Not Applicable

The Arizona Department of Education of the State of Arizona does not discriminate on the basis of race, religion, color, national origin, sex, disability or age in its programs, activities or in its hiring and employment practices. For questions or concerns regarding this statement, please contact Constituent Services at 602-542-3710.

SCHOOL REPORT CARD 2013
Arizona Department of Education

John Huppenthal Superintendent of Public Instruction
Research and Evaluation Section
(602) 542-5151 / reportcards@azed.gov

Phoenix Collegiate Academy Charter School

Phoenix Collegiate Academy, Inc.

5610 S. Central Avenue
Phoenix, AZ 85040
(602) 268-9900 office
(602) 268-9911 fax
www.phxca.org

Principal	Not Avail
Entity ID	90274
CTDS	078559001
Grades Served	4 - 12
Students Enrolled	302
Type of School	Charter Facility

School Mission and Goals

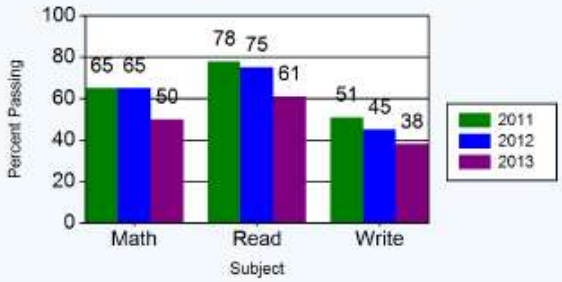
Phoenix Collegiate Academy prepares students to succeed in college and be leaders in our community.

Office Hours	7:00 AM to 5:00 PM
Number of Instruction hours	9
Number of Instruction days	180
School Year Start and End	07/31/2013 - 05/30/2014

A-F Letter Grade For The School	C
The Federal School Improvement Status	None
The AMO Status For This School	Not Met
The AYP Status For This School	Discontinued

Test Results for Spring 2013

Arizona's Instrument to Measure Standards (AIMS)



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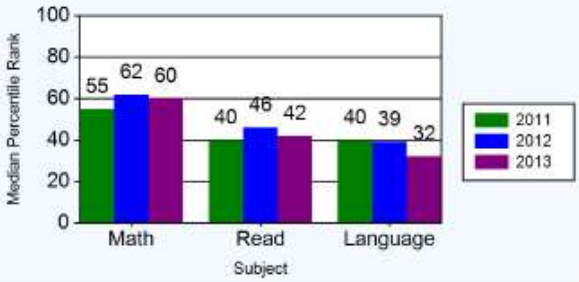

Measure of Academic Progress (MAP)

Coming Soon

On campus Incidents: 0

No comments reported

Arizona English Language Learners Assessment (AZELLA)

ELL Reclassification Rate	14.2857143%

School Performance Measures

Attendance Rate	93.6%
Promotion Rate**	95.0%
Dropout Rate	3.4%
Four-Year Graduation Rate*	Not Avail
Five-Year Graduation Rate*	Not Avail

* - Graduation Rate does not apply to K-8 Schools
** - Promotion Rate is based on self-reported data (October 1 Enrollment and year-end number of students promoted)
NA - Not Applicable

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Phoenix Collegiate Academy, Inc.
5610 S Central Avenue, Phoenix, AZ 85040

SAMPLE SERVICES AGREEMENT BETWEEN
Phoenix Collegiate Academy, Inc. and Phoenix Collegiate Academy Elementary

This Services Agreement (this" Agreement") dated as of _____ between Phoenix Collegiate Academy, Inc. (PCA), an Arizona nonprofit corporation, on behalf of itself and its subsidiaries, and Phoenix Collegiate Academy Elementary (PCAE).

WHEREAS, subject to the terms and conditions set forth in this Agreement, PCA desires to provide and PCAE desires to accept certain services as further described in this Agreement (the "INTERCOMPANY SERVICES");

1) Services to be provided. From time to time; as the Parties may agree, PCA will provide services to PCAE and will be compensated for such services as provided in this Agreement. The Parties anticipate that, initially, such services and compensation will be as follows:

a) Support Services: PCA will provide curriculum development, professional development, performance goals and assessment support services to PCAE.
b) Support Services; Administrative: PCA will provide general administrative, accounting and educational support services to PCAE on an as-needed basis. Such services will include preparation of various state and federal reports, human resources, budgeting, payroll, account payable, bookkeeping services, student information systems database management, website management, and general business management.
c) Recruitment and Talent Services: PCA will provide PCAE with support recruiting and vetting talent, and setting recruitment goals and support to obtain student enrollment goals..

In consideration for such services provided during any particular period, PCAE will pay PCA for the services rendered, based on fair market price.

.
This Agreement represents the entire understanding and agreement in between both parties with reference to the Subject matter hereof, and is signed by persons authorized to sign agreements on behalf of each · party.

. Executed at _____, Arizona on _____

_____	_____
Signature of PCA, Inc. Representative	Signature of PCAE Representative
_____	_____
Printed Name	Printed Name
_____	_____
Date	Date