B.3.2 Contracted Services

A. Areas for Contracted Services

The PIE-AZ Board of Directors is ultimately responsible for the operation, compliance, and success of the school; however, in order to best serve its target student population, PIE-AZ will contract certain services to a qualified ESP as discussed in Section B.3.1 and herein. The ESP Pathways Management Group, Inc. ("PMG") has a track record of successfully managing charter and contract schools in four states, operating in such a manner that all schools have received clean internal and external audit reports, and have submitted all required reports to districts and government agencies on a timely basis.

Subject to the supervision of PIE-AZ's board of directors, PMG will provide a comprehensive scope of services and coordination of services to PIE-AZ. These services include, but are not limited to, educational programming, accounting, human resources administrative support, facilities, maintenance, property management, instructional development and training, etc.

Pathways Management Group, Inc. is a member of a purchasing cooperative. Members of the cooperative benefit from cost savings resulting from volume purchasing power and economies of scale. Through the cooperative, PMG coordinates the purchase and development of curriculum; specialized instructional programs; state testing and assessment materials and services; accountability services; events related materials, supplies, and services; and other materials and services as dictated by its charter school clients. As a client of PMG, PIE-AZ will indirectly use and benefit from this membership.

Pathways Management Group will connect PIE-AZ to recommended vendors for services that cannot be provided directly or coordinated by the management company. PIE-AZ will issue a Request for Proposal to potential vendors for contracted services including the vendors recommended by the management company. Once vendors submit bids to PIE-AZ, all bids will be reviewed and evaluated by PIE-AZ's staff. The following are evaluated during the review process: alignment of mission, expertise and track record/performance history, cost savings, and experience working with charter schools. Once PIE-AZ's staff has completed reviewing the bids, the staff will present PIE-AZ's Board of Directors with the results of the RFP process and will provide the Board with their recommendation. After reviewing the results of the RFP process, staff's recommendation, and vendor service and cost comparison, PIE-AZ's Board will select a vendor they deem to be in PIE-AZ's best interest when taking the price, quality of service, and vendor's experience into consideration.

All contracted service providers will comply with Fingerprint Clearance Card regulations, as necessary. Each provider's projected cost is based on quotes from their company.

B. Professional Qualifications/Costs for Services

PIE-AZ plans to contract outside of PMG for the following support services:

1. Information Technology
2. Special Education Service Providers
3. Legal Services
4. Student Experiential Learning and college tours

The qualifications PIE-AZ will seek for each of the vendors are listed below:

I. INFORMATION TECHNOLOGY

PIE-AZ will outsource the establishment and maintenance of information technology systems, including Internet connectivity, networking and communications systems, as well as maintenance of hardware. PIE-AZ will seek a company that has a track record of providing

high levels of service required of a blended learning school, outstanding customer service skills based on positive referrals from other schools, is affordable, has values that align with PIE-AZ's mission, and over three years of experience contracting with charter schools.

PIE-AZ expects the company to provide the following services:

- Infrastructure and design of network (data/voice cabling, ISP installation and integration)
- Preparation and configuring networking devices
- Installation of CCTV systems
- Prepare and configure computer systems
- Prepare and configure peripheral devices
- Hardware and software maintenance
- Server configuration and maintenance

II. Special Education

PIE-AZ will hire a special education teacher starting in year one to provide services to students with special needs. The organization will contract for management of staff, training and professional development of special and regular education staff, subcontracting speech therapy, physical therapy, occupational therapy, and psychological evaluation, as well as oversight of compliance issues related to special education. PIE-AZ will seek a provider that has certification in the requisite fields, has over three years of experience contracting with charter schools, is very familiar with federal and state special education compliance and reporting requirements, has outstanding customer service skills based on positive referrals from other schools, has values that align with PIE-AZ's mission, and has fingerprint clearance cards for any personnel that will regularly interact with students.

III. Legal Services

PIE-AZ will require legal services of an Arizona law firm specializing in charter school law to provide the legal expertise necessary to remain compliant with:

a. the Arizona Nonprofit Corporations Act;
b. Arizona's charter school laws, including A.R.S. 15-183, *et seq.*;
c. The Arizona State Board for Charter Schools Administrative Code, including R7-5-101, *et seq.*; and
d. Ongoing legal representation in Arizona.

Based on the unique nature of PIE-AZ's mission and target student population, the organization will seek a firm that:

1. Is mission and vision aligned with PIE-AZ;
2. Is available to timely represent and meet the legal needs of PIE-AZ;
3. Has extensive experience with Arizona charter schools, as demonstrated by at least three (3) years of charter school advocacy; and
4. Has an outstanding reputation in both the charter school and legal community, as demonstrated by referrals from the Arizona Charter Schools Association and high-quality Arizona charter schools.

PIE-AZ determined the budget for this expense from the historical information of other charter schools and then adopted those findings to take into account both the unique needs of its target student population as well as the size and activities unique to PIE-AZ.

IV. Student Experiential Learning

PIE-AZ will contract with a nonprofit organization to provide college tours and experiential learning camps to students. The organization will seek a provider that has over two years of experience providing overnight excursions to students in the target population (at-risk

teenagers), has adequate amounts of liability insurance, has outstanding customer service skills based on positive referrals from other schools, is affordable, has values that align with PIE-AZ's mission, and has fingerprint clearance cards for any personnel that will interact with students. Based on recent statistics, students in the California charter schools who attended a trip with this non-profit group had a lower dropout rate than their peers who did not attend a trip at all. In addition, students who attended these trips had a 21% higher retention rate in their current school year. Students are provided with curriculum that is administered by qualified staff who provide students with resources to better understand the requirements for admittance and success in college. Students participate in group discussions, guided tours and expert advice on the college process. Experiential camps provide lodging, meals and charter bus transportation so that students bond over every experience they encounter on each trip. In addition, students are provided with mentors throughout the trip who engage them and help them process the information they learn.

PIE-AZ's Board of Directors will carefully evaluate each vendor for qualifications as they relate to each specific field. The table below provides a list of companies that render services that are similar to those that PIE-AZ intends to contract for. Assumptions for costs provided are based on historical data for other charter schools served by the companies.

Company/Professional Qualifications	Services Provided	Rationale for Expense	Cost/Source of Cost
All-Tech is an experienced IT company providing installation, networking, and troubleshooting to charter schools. Their network and system engineers plan, install and maintain schools' networks for optimum stability, security and robust performance. They provide safe, secure, reliable and tested systems backups to protected data. Additionally, their certified security engineers design, install and maintain state of the art surveillance and monitoring system.	Hardware Support: 1. Data backup 2. Monitoring 3. Maintain and troubleshoot MAC and PC systems 4. Full support of major platforms 5. Synchronization of e-mails, contacts, calendars, files.	Because of its unique blended learning model, PIE-AZ's data will be audited and needs to be stored in a secure space with a safe provider. All-Tech will ensure the database is monitored and secured. In addition, the typical amount of bandwidth needed per PIE student is 100 kbps/student. This figure is expected to grow approximately 50% each year over 3 years. Based on 60 students at a school site at any one time, the amount of	1. $267/month 2. $270/month 3. $1,230/month 4. $695/month 5. $455/month Startup & Year One - $35,000 Year Two - $70,000 Year Three - $105,000 The cost estimates were provided by All-Tech based on services they provide to other charter schools that use a similar education model/classroom structure.

		bandwidth should be at least 6Mbps.	
Prep for Success is a certified California nonpublic agency providing Special Education services for charter schools in 4 states that serve at-risk 7-12th grade students. PREP works collaboratively with clients to create customized programs and services. PREP staff has consistently helped schools and districts with monitoring and maintaining timelines for assessments, IEPs, professional development to ensure staff have up-to-date training on Federal and State compliance laws, and conducting quality assurance reviews of files and programs.	Special Education: 1. Management of staff 2. Provision of trainings and professional development 3. Oversight of compliance to ensure meeting all applicable state and federal laws	PIE-AZ expects around a 12% special education population, which is similar to the special education population in Phoenix Union High School. In addition to having an onsite special education teacher, PIE-AZ will need a service provider with years of experience supporting other charter schools with similar programming.	Approximately $5,000/month, which represents an average of 2-3 hours of services, training, supervision and compliance monitoring per special education student. This will meet the needs of approximately 36 students in year one, 72 students in year two, and 108 students in year three. Startup & Year One - $60,000 Year Two - $120,000 Year Three - $180,000 The cost estimates were provided by Prep for Success based on an estimated 12% special education population.
Carter Law Group, P.C. has and will continue to provide the contracted legal services for PIE-AZ. This firm has been providing legal services to Arizona charter schools for many years and comes highly recommended from both Arizona charter schools as well as from the Arizona Charter Schools Association. Lawyers with Carter Law Group, P.C. have extensive experience in new charter school	Legal support relating to operation of PIE-AZ, including representation to remain compliant with: a. the Arizona Nonprofit Corporations Act; b. Arizona's charter school laws, including A.R.S. 15-183, *et seq.*; c. The Arizona State Board for Charter Schools Administrative Code, including R7-5-101, *et seq.*; and d. Ongoing legal representation in Arizona.	PIE-AZ will consult with Carter Law Group on an as-needed basis.	Startup & Year one - $12,000 Year Two - $12,000 Year Three - $12,000 This cost estimate is based on the fees incurred by other charter schools of similar size and serving similar student populations. PIE-AZ adapted these findings to reflect the terms of PIE-AZ's attorney-client relationship with Carter Law Group.

development, 501(c)(3) tax compliance, corporate law, and charter school law generally.			
PIE-Inc. is a non-profit organization that works with school districts and youth organizations to provide workshops, weekend retreats, and classes on topics such as life skills, college application and readiness, leadership, and team building to underserved youth.	College Tours	In line with its mission, PIE-AZ desires to expose its students to post-secondary opportunities and plans to offer college tours for students beginning in year three.	Year Two - $48,000 or $1,200/student for 40 students Year Three - $48,000 or $1,200/student for 40 students This cost estimate is based on the costs incurred by other charter schools serving similar student populations who contract with PIE-Inc. College tours begin in year two of operation. Students who are on track to graduate in the upcoming year are typically selected for a college tour with a maximum of 40 students per trip. The budget permits 40 students because each student is provided lodging, meals, curriculum and a team of support staff from Pathways during the trip. Criteria for student selection includes grade level, GPA and course completion.
PIE-Mendocino, Inc. – DBA Blackbird Farm is a nonprofit organization that owns and operates a farm and student center. PIE-M provides charter school students education in sustainable living, agriculture, and	10 day experiential learning camp	PIE-AZ's model is predicated on the belief that the best way to prepare students for college or careers is through meeting the whole student's needs. By providing opportunities such	Year Three - $55,000/year or $2750/student for a total of 20 students. Experiential learning trips to Blackbird Farm start in year three once the school's culture is established and students demonstrate the social emotional skills necessary for a 10 day trip. This

livestock, as well as confidence and team building skills.		as offsite camps, students are able to connect the classroom with real world opportunities.	number is based on a maximum capacity of 25 selected students per trip based on the budget. These trips are at no cost to the students and therefore PIE-AZ ensures that the students attending have a sense of purpose and are in good academic standing. Selection criteria includes GPA and course completion. This cost estimate is provided by PIE-Mendocino and reflects historical costs for student trips to Blackbird Farm.
Rocky Mountain Pathways Ranch (RMPR) is a nonprofit organization that provides youth and adult retreats and classes with hands-on activities enabling students to improve communication and leadership skills, build self-esteem, resiliency, and problem solving techniques.	10 day experiential learning camp	PIE-AZ's model is predicated on the belief that the best way to prepare students for college or careers is through meeting the whole student's needs. By providing opportunities such as offsite camps, students are able to connect the classroom with real world opportunities.	Year Three - $87,750 RMPR trip or 39 students at $2250/per student Experiential learning trips to Rocky Mountain Pathways Ranch start in year three once the school's culture is established and students demonstrate the social emotional skills necessary for a 10 day trip. This number is based on a maximum capacity of 40 selected students per trip. These trips are at no cost to the students and therefore PIE-AZ ensures that the students attending have a sense of purpose and are in good academic standing. Selection criteria includes GPA and course completion. This cost estimate is provided by Rocky Mountain Pathways Ranch and reflects historical

			costs for student trips to RMPR.

All of the costs for contracted services listed above are incorporated into the budget based on PIE-AZ's funding mechanisms. As defined in the budget, PIE-AZ is sustainable beginning in year one.