

**APPENDIX A**

**AMENDMENT REQUEST AND SUPPORT**

**MATERIAL**

1. ENROLLMENT CAP AMENDMENT REQUEST FORM
2. AMENDMENT REQUEST DOCUMENTS



**Arizona State Board for Charter Schools**



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## Enrollment Cap Request

### Charterholder Info

#### Charter Holder

**Name:**  
Ball Charter Schools (Hearn)

**CTDS:**  
07-89-87-000

**Mailing Address:**  
17606 North 7th Avenue  
Phoenix, AZ 85023  
[View detailed info](#)

#### Representative

**Name:**  
Pamela Rebel

**Phone Number:**

### Downloads

[Download all files](#)

### Enrollment Cap

**From:**  
600

**To:**  
700

### Attachments

#### Board Minutes

[Download File](#) — Board Minutes, Item #12 is the Enrollment Cap increase.

### Increase to Enrollment Cap Attachments

The following 2 attachments are only required if the enrollment cap is increasing.

#### Occupancy Documentation (Increase Only)

[Download File](#) — Certificates of Occupancy

[Download File](#) — Fire Marshall report showing occupancy and purpose of building.

**Narrative** — [Download File](#)

#### Additional Information

[Download File](#) — Enrollment Matrix

[Download File](#) — Updated Staffing Chart

### Feedback

#### Feedback

There is a new document for the narrative and a new document for the Staffing Chart. Everything else is the same that was previously submitted.

### Signature

**Charter Representative Signature**  
Pamela Rebel 03/09/2018

**Hearn Academy Request for Enrollment Cap Increase for 2017-2018**

**Eligibility Criteria**

Academic Performance	Financial Performance	Operational Performance
<p>Do at least 75% of schools under its charter have a minimum rating of "Meets Standard?"</p> <p><b>YES</b>  <b>In 2017 Hearn received a preliminary A-rating from ADE. In years 2012-2015 Hearn received and A-rating from ADE</b></p>	<p>Does the charter holder have a rating of "Meets" and/or "Does Not Meet" Standard for all measures on its financial dashboard?</p> <p><b>YES</b>  <b>Hearn Academy received an overall rating of "Meets" on FY 2016 and FY 2017 Financial Performance Dashboard.</b></p>	<p>Does the charter holder meet the Board's operational performance standard for FY 2018 and FY 2018?</p> <p><b>YES</b>  <b>Hearn Academy received an overall rating of "Meets" on the Operational Performance Dashboard in FY 2017 and FY 2018.</b></p>
<p>Do 75% or more of all Associated Schools have a minimum rating of "Meets Standard"?</p> <p><b>YES</b>  <b>Hearn Academy received an "A" grade in the most recent Preliminary grades from the Arizona Department of Education. Hearn Academy has two Associated Charters, Dobson Academy and Val Vista Academy. For Fiscal Year 2014, the last posted Academic Performance dashboard on the ASBCS website, one of the Associated Charters did not have a minimum rating of Meets Standard in Academic Performance. Both Associated Charters received a "preliminary" grade for fiscal year 2017 from the Arizona Department of Education of B and no Associated Charters are listed as needing Comprehensive Support by the Arizona Department of Education.</b></p>	<p>Do 75% or more of all Associated Charters have a rating of "Meets" and/or "Does Not Meet" Standard for all measures?</p> <p><b>YES</b>  <b>Hearn meets the financial performance standards. Val Vista Academy and Dobson Academy do not fall far below the AZBCS standard.</b></p>	<p>Do 75% or more of its Associated Charters meet the Board's operational performance standard for FY 2017 and FY 2018?</p> <p><b>YES</b>  <b>All of our associated charters meet the Board's operational performance for FY 2017 and FY 2018.</b></p>

Pursuant to ARS 15-183(G), charter contracts may be amended or modified by mutual agreement, in writing, between the charter holder, Ball Charter Schools and the Arizona State Board for Charter Schools. Hearn Academy, A Ball Charter School, is hereby requesting an Enrollment Cap increase for 2017-2018.

### **NARRATIVE**

#### **Describe the rationale for this request:**

Hearn Academy is requesting an enrollment cap increase from 600 to 700 students. As reflected on our Certificate of Occupancy, the campus at Hearn is approved for an occupancy up to 1,004 students based on the Fire Marshal's December 21, 2017 report.

Hearn Academy for the past five years has consistently grown in enrollment and has successfully retained the majority of the students each year with only a 6% mobility rate. SchoolMaster data indicates that on 10/08/15 Hearn Academy had a student enrollment of 618, and on 10/05/16 Hearn had an enrollment of 630 and on 9/29/2017 the school enrollment submitted to ADE was 644. The request to increase the Enrollment Cap is based on actual student counts which are supported by uploaded student counts to ADE on the 40<sup>th</sup> and 100<sup>th</sup> days.

#### **Provide a detailed staffing plan consistent with each Staffing Chart submitted with this request. Describe how the (administrative, instructional, and non-instructional) staffing, enrollment, and target population needs will be addressed through recruitment, hiring and training:**

2018-19: Our campus was initially built to accommodate 600 students or less. In the past five years, the campus has added a modular building to house the computer Lab and Preschool. This past summer, one additional classroom was added to our campus due to enrollment increases. The enrollment history for Hearn Academy for multiple, consecutive years has shown growth. Our anticipated enrollment for 2018-2019 is 660 as our enrollment numbers have increased by 12-14 students each year over the past 3 years.

2019-2020: Based on the maximum utilization of all available classroom space and a sustained enrollment at all grade levels; Hearn Academy is projecting an enrollment of 676 students.

2020-2021: Based on the maximum utilization of all available classroom space and sustained enrollment at all grade levels; Hearn Academy is projecting an enrollment of 684 students. Due to our Charter indicating that we will maintain a classroom size of 26 per class and given our current enrollment; we expect that the enrollment numbers will steadily increase 12-14 students each year between 2018-2021.

	FY 2019	FY 2020	FY 2021
<b>Grade Levels</b>	K-8	K-8	K-8
<b>Enrollment</b>	660	676	684

Staffing at Hearn Academy is consistent with our approved Charter which was initiated under the direction of the Ball Foundation. The classroom numbers are required to be reflective of a highly personalized approach to learning. Parents are highly involved in our philosophical framework and we promise them that in Kindergarten the ratio for teaching is 20 students or less. At the first through eighth grades; Hearn Academy staffs the classes at a ratio of 26 to one. Additionally we have adopted a Schoolwide Title I Program that targets interventions with highly qualified paraprofessionals in an inclusion model to support reading and math in grades kindergarten through eighth grade. Personalized learning is fundamental to our “best practices” at Hearn Academy.

**Staffing:**

Hearn anticipates the staffing model to remain as described for 2017-2018 going forward due to lack of real estate for expansion. We expect to retain 90% of our certified teachers going forward to 2018-2019, and anticipate needing to hire 2 staff members next year for academic support in Title I intervention.

Administration will consist of one principal, one coordinator of student services, one Business specialist, one curriculum coach and one registrar. We anticipate our administration to be consistent as the principal and administration has remained the same since 2011. Continuity adds value to the school and the highly successful reputation our school has established in Phoenix. No additional recruitment or hiring will be undertaken at this time.

**Recruiting:**

The team at Hearn Academy has extensive experience with recruiting, hiring, and training new staff for our school’s sustainability. For 2017-18, three additional teachers were recruited, trained, and hired to accommodate the increased student enrollment at Hearn Academy.

**Process:** Starting in December each year, support staff in our business office begin recruiting for the upcoming school year through multiple recruiting channels. Recruiters post teacher-friendly advertisements stressing the core values of our organization on various general and teacher-specific employment websites, top-ranking universities’ job boards, multiple social media applications, and the school’s own website. School leaders represent the network and recruit potential candidates at gatherings such as career fairs, Teach for America summits, and local educational events. Zip Recruiter is used to attract many candidates and typically provides a rich pool of applicants.

All interested candidates submit an application through our website with a resume, cover letter and/or writing sample, and 3 references. Applicants are evaluated by various metrics such as writing skills, mission alignment, job stability in the past, and written content assessments in their area of specialization. Suitable candidates are scheduled for an initial interview with the business specialist, coordinator of student services, and curriculum coach. If the candidate meets the initial interview criteria the candidate then interviews with the school principal. To ensure each new team member is a quality fit for our organization, all candidate interviews include specific questions related to motivation, personality and values; technical competence; team skills; problem solving abilities; and prior evidence of success. Teachers are asked to conduct a sample lesson after sending them our teacher evaluation worksheet. Through this process, we find intelligent and motivated candidates who love teaching, who have the fortitude to work long and flexible hours, are quick learners, and whose work ethic and values will mesh well with the school's instructional philosophy.

All teachers are highly qualified and certified. Twenty-one of our current teaching staff have been employed more than five years and 15 have been employed at Hearn Academy for more than ten consecutive years. The teacher retention rate at Hearn Academy has been 90% since 2012. New teachers are provided with mentor teachers and receive additional staff development at the beginning of each school year. Our curriculum coach collects, reviews and monitors all lesson plans for all grade levels and subject areas weekly. New teachers will receive state approved and aligned instructional materials as well as be given access to a robust array of assessment data regarding their students as they transition as a teacher for Hearn Academy.

### **Hiring:**

The Business specialist collects all required personnel information to ensure employees can be paid on time, collects reference checks and background checks, assists all employees with payroll, assists all employees with sign-up for health insurance and other employer-provided benefits, and ensures the school maintains documentation of each teacher's qualifications, including proof of Highly Qualified status and valid fingerprint clearance card status. This person also works with the finance specialist to ensure legal compliance with all aspects related to employment and subsequently oversees compliance of HR files during audits.

Our Principal & Business Specialist oversees the pacing of completion of the hiring process to ensure that we are on track to filling all open positions and completing all processes by June 15 for all open positions each school year.

To ensure efficiency and fidelity in our hiring and onboarding processes, we employ a variety of intake systems such as Smart Sheets and CRM solutions such as ADP's applicant tracking system in order to more easily track these processes.

### **Training: Instructional Staff**

New teachers undergo one week of training before the start of the school year. This training includes hands-on learning and application of the school's instructional procedures and practices as well as curriculum-specific training for the school's core subjects and various other school expectations related to human resources, attendance tracking, grading, parent and student communication, culture, and deadlines. Additional training is provided throughout the year through Professional Learning Communities (PLCs) and our curriculum coach. Every teacher also receives an instructional manual, which serves as the basis for all teacher training throughout the year.

In order to ensure our instructional program is carried out with effectiveness and fidelity, the curriculum coach provides several different forms of training and professional development throughout the school year. The curriculum coach continuously mentors and coaches teachers, performs classroom observations, and provides additional training on an as-needed basis during planning periods and professional development days.

Teachers have planning time to allow them to observe each other's classrooms. Teachers also meet weekly in PLCs with the other teachers in their grade level to review and discuss lesson plans and teaching strategies. Teachers additionally meet with the curriculum coach regularly to receive feedback on performance, set goals, and go over use of data for instruction. Evaluation of teachers occurs at least twice per year after sufficient time has been given to learn the school's expectations.

### **Training: Administrative and Non-Instructional Staff**

At the present time, the focus for administrative training is mentor relationship based. Ball Charter Schools identifies its most experienced leaders to serve as mentors for new principals and master teachers are assigned as mentors to new teaching staff. Paraprofessionals are trained with a side by side mentor program in Title I or as duties require. New and existing staff also attend conferences which help with their understanding of school software (i.e. Schoolmaster) and any state and federal reporting requirements such as AZSA training for Qualified Evaluators.

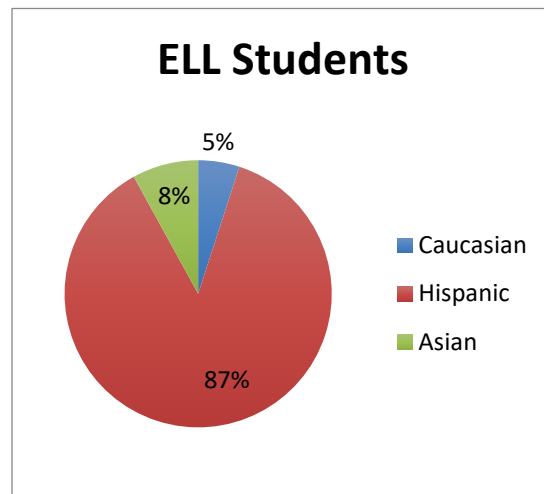
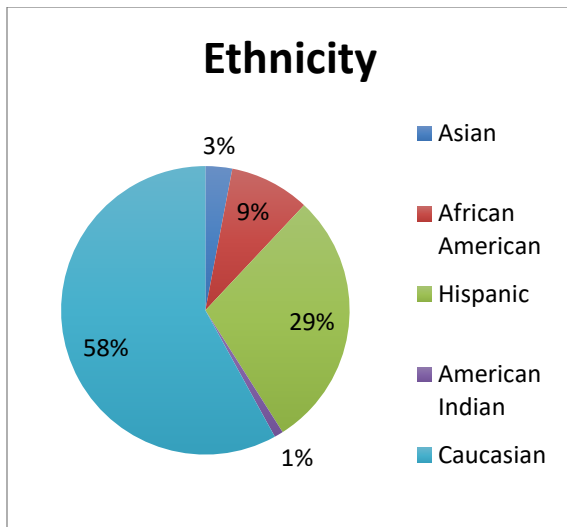
**Provide a justification for the enrollment targets identified in each Enrollment Matrix submitted. Include:**

**Plan for meeting each year’s enrollment targets:**

Hearn is primarily a neighborhood school, our analysis of the expected student population is based on the demographics we currently have and expect to maintain Hearn’s typical student demographic breakdown as is follows:

- Free or Reduce Lunch: 45%
- Minority: 41%
- English Language Learner: 6%
- SPED: 5%

These demographics are similar to our two closest district schools. In addition, as a schoolwide Title I school, we provide intensive and strategic interventions to a high percentage of students who exhibit academic deficiencies in ELA and math.



We expect our students to be primarily neighborhood students. However, because our school is A rated and maintains a 97% daily attendance rate and virtually no serious discipline issues; our parents may drive from as far away as 25 miles to attend Hearn.

Each year Hearn emphasizes recruitment of Kindergartners through early notices to local families, feeder Pre-schools, and to our own Pre-school parents for students age 4. Retention efforts within the school are also initiated to retain current 6<sup>th</sup> and 7<sup>th</sup> graders to insure that our middle school program remains robust. This approach as evidenced in



the Enrollment Matrix has helped our school attain steady enrollment numbers year to year. This approach will be used for 2018-2019, 2019-2020, and 2020-2021.

One need for diverse populations is class size reduction. Hearn fulfills this need which is not currently met by our closest district schools.

One of the main factors considered in our selection of Hearn Academy's location was the performance of nearby schools. Comparing local public school data to Hearn Academy for 2015 (most current AzMerit student breakdown data released by ADE) indicates a great need within this community for our Charter school curriculum and instructional expertise.

Hearn Academy 2015 AzMerit (ELA & Math)/AIMS Science Results:

ELA: 51% proficient/highly proficient  
Math: 47% proficient/highly proficient  
Science: 87% meets/exceeds

Constitution Elementary School 2015 AzMerit (ELA & Math)/AIMS Science Results:

ELA: 22% proficient/highly proficient  
Math: 24% proficient/highly proficient  
Science: 41% meets/exceeds

Cactus View Elementary School 2015 AzMerit (ELA & Math)/AIMS Science Results:

ELA 31% proficient/highly proficient  
Math: 33% proficient/highly proficient  
Science: 50% meets/exceeds

As a school of choice, Hearn Academy has maintained its stellar letter grade of A since 2012, upheld the highest academic scores on AzMerit for students regardless of ethnicity or economic background. Collectively, the schools in the neighborhood we are intending to serve are not providing enough quality school options for students in the community.

The vast majority of students in North Phoenix do not have access to the types of high quality curriculum and programs that Hearn Academy provides. Hearn Academy's academic performance indicates that 69% of all students are proficient/highly proficient in math and 58% proficient/highly proficient in ELA for 2017 on AzMerit. This year, 2017, the school received an academic bonus from ADE and placed in the top 15% of all schools in Arizona. Each teachers was awarded \$3,500 in November.

Hearn Academy seeks to outperform our public school competitors by:

- Directly addressing the needs of students of all background seeking a college-preparatory education.

- Involving parents in various ways to reduce the mobility rate which is common in the area by setting clear expectations up front about upholding high academic standards. Parents are looked at as multiyear partners.
- Being open longer than nearly every school in a 3-mile radius (up to 12 hours per day). This encourages single parents and other working parents to enroll their children and stay enrolled in the school.
- Offering daily special classes such as Chinese, physical education, technology, art, music, and math enrichment
- Offering reduced class sizes and student-teacher ratios significantly smaller than surrounding schools.
- Teaching children habits of mind, study skills, philosophy, and ethics to prime students for high levels of achievement.

### **Plan for meeting next year's enrollment targets.**

Every December re-enrollment letters are sent home to current Hearn students and are due back to school in early January. Using the information we receive from the re-enrollment letters, we analyze the number of students returning and then discuss recruitment needs for the following school year. In addition to online methods of recruitment, we will be doing in-person recruitment within the community. Tours are on a drop by basis and are conducted daily.

Our primary recruitment focus is kindergarteners. Of those incoming kindergarteners, we recruit on average 20 siblings per year. Hearn also recruits on average 10-15 siblings of current student population grades 1-8. The remaining students needed to be recruited will be recruited through online marketing, mailing campaigns, and door to door contacts within our neighborhood. Current Hearn parents are also actively engaged in the recruitment process by handing out "special invitations" to visit our campus and enroll. This has proven to be a very effective marketing tool.

### **Necessary advertising and/or promotion to meet enrollment targets.**

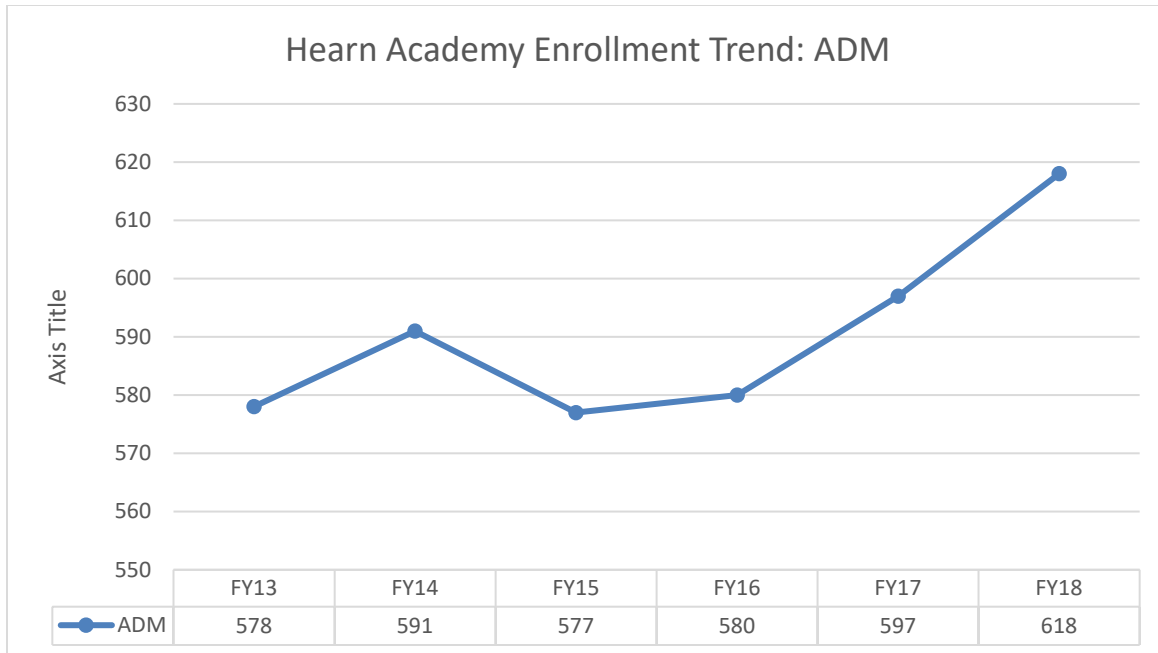
The Hearn Academy has a track record of meeting enrollment targets. Last year, we grew by 14 students and despite that growth, we waitlisted approximately 25 students. In addition to online methods of recruitment, we will be doing substantial in-person recruitment within the community neighboring our school. Other methods of recruitment may be used if needed including canvassing of nearby housing complexes. We will also utilize social media marketing through Facebook and Twitter, and will utilize Google Ads to maximize our visibility to potential parents and students searching for schools online.

Over the years, Hearn Academy has implemented a system to start the enrollment process early. We communicate to the public through all available venues, while focusing face-to-face marketing at local venues. The chart below summarizes the projected start and end dates for each of our marketing and enrollment campaigns. We will be communicating to the public in person, through mailing, through online advertising, and through social media.

**(Returning students) and anticipated (new student enrollment):**

For the past six years, Hearn Academy has increased enrollment. Retention for our students averages 94%. Current re-enrollment is consistent with past years. Of the 575 K-7 students in the 2017-2018 school year; we anticipate at least 541 will return for the 2018-2019 school year. The enrollment numbers above are not accounting for our graduating 8<sup>th</sup> graders. Therefore, we will need to recruit 114 students for the 2019-2020 school year in order to accommodate our yearly growth trend. Of the 114 students we need to recruit, 60 of those students will be kindergarteners who may have siblings currently attending Hearn Academy. Approximately 20 of the 60 incoming kindergarten students are recruited from current Hearn siblings. Our student pipeline is robust and our good standing and high test scores have insured continuing enrollment demands for our school in north Phoenix.

12/1/17	Re Enrollment letters go home to all current students
12/1/17	Tours and website pre-registration is launched
1/10/18	Re-enrollment forms are due
1/15/18	Distribute first mass brochure/postcard mailing/ first open house
1/30/18	Post 2018-2019 Enrollment Packet on website and begin open enrollments for the 2018-2019 school year
2/26/18	Send follow up mailer if needed/second open house
5/1/18	Hold student lottery
5/18/18	Mock schedule day: New students come to visit the school and students move forward to next year's assigned teachers and classes.
7/31/18	Meet the teacher night
8/2/18	First day of school



Hearn Academy originally opened in August 1998 at 1055 East Hearn Road, Phoenix, 85022 and relocated to 17606 N. 7<sup>th</sup> Avenue, Phoenix, 85023 in 2002. The enrollment (as shown on the graph above: Hearn Academy Enrollment Trend: ADM) indicates that the growth and holding power of this particular school is well established.

Our parent and student population base is comprised of growing families, second generation students who belong to families who have attended Hearn for many years as well as families who move to Phoenix and use websites to select the best schools in our area to attend.

Our Great Schools reviews are very positive and our school website is user friendly. One standout strength for our school is our exemplary reputation. Our school has been A-rated since 2012 and the historical analysis of our population based on the most recent U.S. Census demonstrates a significant increase in Title I qualified, school age children residing within a six mile radius of the Hearn Academy.

The net financial increase from federal funds supports the continuing influx of Title I students to Hearn. In 2016, Hearn Academy's Title I funds based on population were increased by approximately \$144,260.00. The increased funds demonstrate a strong population growth in our immediate neighborhood in recent years.

The market analysis and subsequent data generated by such instruments as the U.S. Census reveals that many parents are selecting to live in our community based on abundant affordable multi-family apartment houses, low cost homes, and easy access to major transportation routes in north Phoenix. Hearn Academy is located in a key intersection of both Interstate 101 and the I-17 which provides ongoing easy access for

families traveling from northwest Phoenix and the newly developing area around the Deer Valley Air Park and Anthem.

Historical data regarding the sustainability of our market share indicates growth and ongoing viability of the school. In the foreseeable future; the school site is highly marketable, well attended and greatly in demand by our local diverse community.

### Additional Information\* (Increase Only)

In recent years, wait lists have been created at various grade levels due to having more requests to enroll than our school has space to accommodate. Hearn Academy offers half-day and full day kindergarten.

Looking at competition in our attendance area, the marketing which includes flyers, open houses, school tours and the use of a contemporary website have consistently filled any student openings that have occurred. Our loss rate has averaged 5-6% of our students not returning annually and fortunately, there are wait lists that typically fill those limited openings annually.

There are two Charter schools in our immediate attendance area, Imagine Bell Canyon and Valley Academy. Our stellar academic success has not caused Hearn Academy to experience any significant impact from either of these competitors. Valley Academy does have an A rating like Hearn, however, our other competitor does not. Regardless of the proximity; Hearn remains a strong and much needed public Charter school serving a diverse community in north Phoenix.

### **Identify the concrete resources, if any, needed for implementation. Consider the changes needed to curriculum, assessment, and instruction to implement this request. Provide the rationale for your request.**

This Amendment request for increasing ADM for Hearn Academy to 618 (01/02/2018 CHAR55-1) will result in additional funding of approximately \$110,393. These funds are essential for sustaining our continued academic progress. If granted by ASBCS, this enrollment cap increase for 2017-18 will replenish the school's cash reserves and enable our school to continue its unparalleled service to a diverse community with high academic needs.

The priority for financial and human capital in the next few years will be to pay for the added classroom space. The concrete resources include \$218,815.00 utilized for the classroom and to pay for one additional full time highly qualified teacher at an estimated annual cost of \$55,000.00 including benefits, and two additional paraprofessionals with benefits at an estimated cost of \$41,000.00.

<b>Concrete Resource:</b>	<b>Quantity</b>	<b>Total Cost:</b>
Construct Classroom 313 – Waltz Construction	1	\$218,815.08
Architectural Drawings – SPS Architects	1	\$36,718.66
Interactive Science Curriculum - Pearson	26	\$2,492.08
Envision Math Curriculum - Pearson	26	\$17,682.24
Student Desks – AZ Furnishings	28	\$7,884.52
HP Laptop Computers for student use - ETS	28	\$45,928.99
Promethean Board for teacher use – Copper State Communications	1	\$14,940.67
SMART Board for teacher use – Copper State Communications	1	
<b>TOTAL:</b>		<b>\$344,462.24</b>

Hearn Academy utilizing cash reserves in 2017-2018 undertook the construction of a new classroom on our existing campus, and augmented existing curriculum to address Arizona State Standards in math and science. By supporting the ADM increase for 2017-2018, ASBCS enables this state awarded, excelling public charter school to replenish cash reserves for future needs and helps sustain services that are needed for an at risk population.



# Arizona State Board for Charter Schools

## Staffing Chart

Complete the table to provide the current and anticipated staffing for the school(s) operated by the Charter Holder. Include staff members needed if the request is granted.

Directions\*:

- In each box under the “Number of Staff Members” columns, identify the number of staff members for each position/category for the current and upcoming three fiscal years.
- Copy and paste the chart for each school operated by the Charter Holder.

<b>School Name: Hearn Academy</b>				
<b>Position</b>	<b>Number of Staff Members</b>			
	<b>Current— FY 17-18</b>	<b>Anticipated— FY 18-19</b>	<b>Anticipated— FY 19-20</b>	<b>Anticipated— FY 20-21</b>
Administration	5	5	5	5
Teachers/Instructional Staff				
Kindergarten	3	3	3	3
1 <sup>st</sup>	3	3	3	3
2 <sup>nd</sup>	3	3	3	3
3 <sup>rd</sup>	3	3	3	3
4 <sup>th</sup>	3	3	3	3
5 <sup>th</sup>	3	3	3	3
6 <sup>th</sup>	3	3	3	3
7 <sup>th</sup>	3	3	3	3
8 <sup>th</sup>	3	3	3	3
9 <sup>th</sup>				
10 <sup>th</sup>				
11 <sup>th</sup>				
12 <sup>th</sup>				
Specialty Staff (Music, Art, PE, etc.)	7	7	7	7
Special Education	3	3	3	3
Paraprofessional	16	18	18	18
Additional Staff				
List title: Health Professional	1	1	1	1
List title: Preschool Teacher	2	2	2	2
List title: Nutritional Service Coordinator	1	1	1	1
List title: Facilities Manager	1	1	1	1
<b>Total Number of Staff Members</b>	<b>63</b>	<b>65</b>	<b>65</b>	<b>65</b>

\*To view an example of a completed staffing chart, review page 14 of The Guide to Amending a Charter.

## Leadership Staffing Chart

Complete the table below to provide current and anticipated leadership for the school(s) operated by the Charter Holder.

Directions:

- In the “Title” column, list the title of each leadership position at the school. Consider all individuals who are part of the leadership team (e.g. principal, instructional coach, lead teacher, etc.).
- In the “Current” and “Anticipated” columns, list the **names** of the individuals that will hold each of the leadership positions during the current and upcoming three fiscal years. If an existing staff member will not hold the position in the projected year, write “New Hire” or “TBD” (to be determined) in the box for that position.
- Copy and paste the chart for each school operated by the Charter Holder.

School Name: Hearn Academy				
Leadership Team				
Title	Current— FY 17-18	Anticipated— FY 18-19	Anticipated—FY FY 19-20	Anticipated—FY FY 20-21
Principal	Gaye Leo	Gaye Leo	Gaye Leo	Gaye Leo
Curriculum Coach	Mary Kennedy	Mary Kennedy	Mary Kennedy	Mary Kennedy
Coordinator of Student Services	Kathy Griner	Kathy Griner	Kathy Griner	Kathy Griner
Registrar	Betty Pimentel	Betty Pimentel	Betty Pimentel	Betty Pimentel
Business Specialist	Shane Ehnes	Shane Ehnes	Shane Ehnes	Shane Ehnes





# Arizona State Board for Charter Schools

## Enrollment Matrix

Complete the table to provide the current and target enrollment, indicating the proposed timeline for implementing the request.

Directions\*:

- In each box under the “Number of Students” columns, identify the number of students served per grade for the current and upcoming three fiscal years.
- In the “Total Enrollment” row, provide the total enrollment for each fiscal year.
- Copy and paste the chart for each school operated by the Charter Holder.

School Name: Hearn Academy: A Ball Charter School				
Grade Level	Number of Students			
	Current—FY17-18	Target—FY18-19	Target—FY19-20	Target—FY20-21
Kindergarten	56	58	60	60
1 <sup>st</sup>	74	74	76	78
2 <sup>nd</sup>	76	76	77	78
3 <sup>rd</sup>	77	77	78	78
4 <sup>th</sup>	81	76	78	78
5 <sup>th</sup>	74	81	78	78
6 <sup>th</sup>	70	74	78	78
7 <sup>th</sup>	73	73	76	78
8 <sup>th</sup>	68	71	75	78
9 <sup>th</sup>				
10 <sup>th</sup>				
11 <sup>th</sup>				
12 <sup>th</sup>				
<b>Total Enrollment</b>	649	660	676	684

\*To view an example of a completed enrollment matrix, review page 10 of The Guide to Amending a Charter.