

**AGENDA ITEM: Request to Expand Charter School Operations – American Leadership Academy, Inc.**

**Issue**

American Leadership Academy, Inc. (ALA) did not meet the Board’s academic performance expectations for FY 2014, and was required to submit internal benchmarking data for FY 2015 and FY 2016 with its expansion requests. ALA submitted two New School Site Notifications (NSS) and an Enrollment Cap Notification Request (ECAP) to increase its enrollment cap from 8000 to 11,500 students.

**Summary of Narrative Provided**

*Rationale for Expansion Request*

According to the narrative (presented in the Appendix: A. Notification Request Materials), the American Leadership Academy, Inc. is asking for an enrollment cap increase to 11,500. ALA’s current enrollment cap is 7,000. In June 2015 an enrollment cap increase to 8,000, effective for FY 2017, was approved.

This request is being made in conjunction with two new school site notification requests. The two new schools, American Leadership Academy, Gilbert and American Leadership Academy, Higley, are proposed to open for the 2017-2018 School Year. In the first year, the combined anticipated enrollment for the two new school sites is 2,226 students.

*Supporting Information*

Floor plans submitted for the Gilbert K-12 Campus shows occupancy of 2550 and floor plans submitted for the Higley K-6 Campus shows occupancy of 870.

**I. Background**

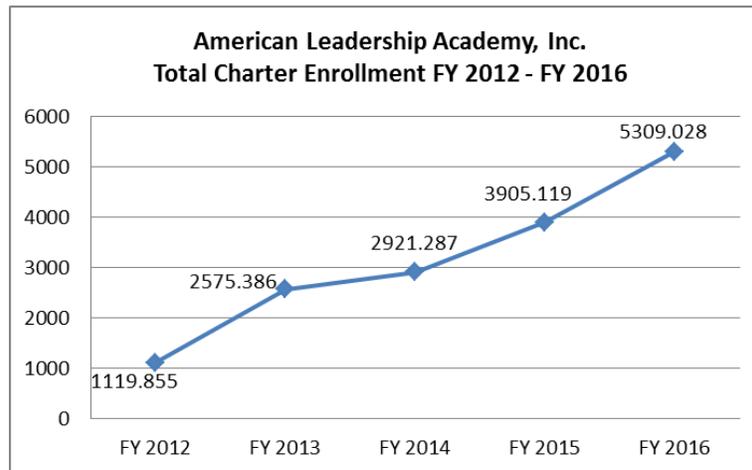
ALA was granted a charter in 1997, which is currently approved for grades K-12. ALA operates seven schools. See table below.

School Name	Month/Year Open	Location	Grade Levels Served	2016 100th Day ADM	Instructional Days
American Leadership Academy	September 1997	Gilbert	K-6	586.903	180
American Leadership Academy - Queen Creek	August 2010	Queen Creek	7-12	1,298.486	180
ALA San Tan	August 2011	San Tan Valley	K-6	566.429	180
ALA Mesa	August 2012	Mesa	K-6	377.719	180
ALA QC Elem	August 2012	Queen Creek	K-6	708.068	180
American Leadership Academy Anthem South Campus	August 2014	Florence	K-6	344.828	180
American Leadership Academy - Ironwood	August 2015	Queen Creek	7-12	1,426.599	180

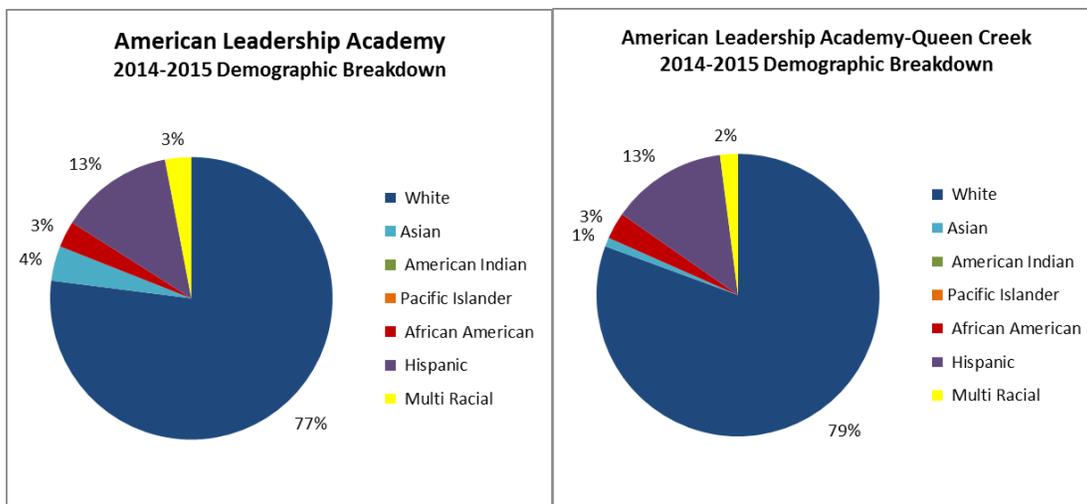
Mission Statement for ALA: “We will provide the best educational experience to as many students as possible in a moral and wholesome environment.”



The enrollment cap for ALA is 7000. The graph below shows average daily membership (ADM) for the charter based on 100th day ADM for fiscal years 2012-2016.

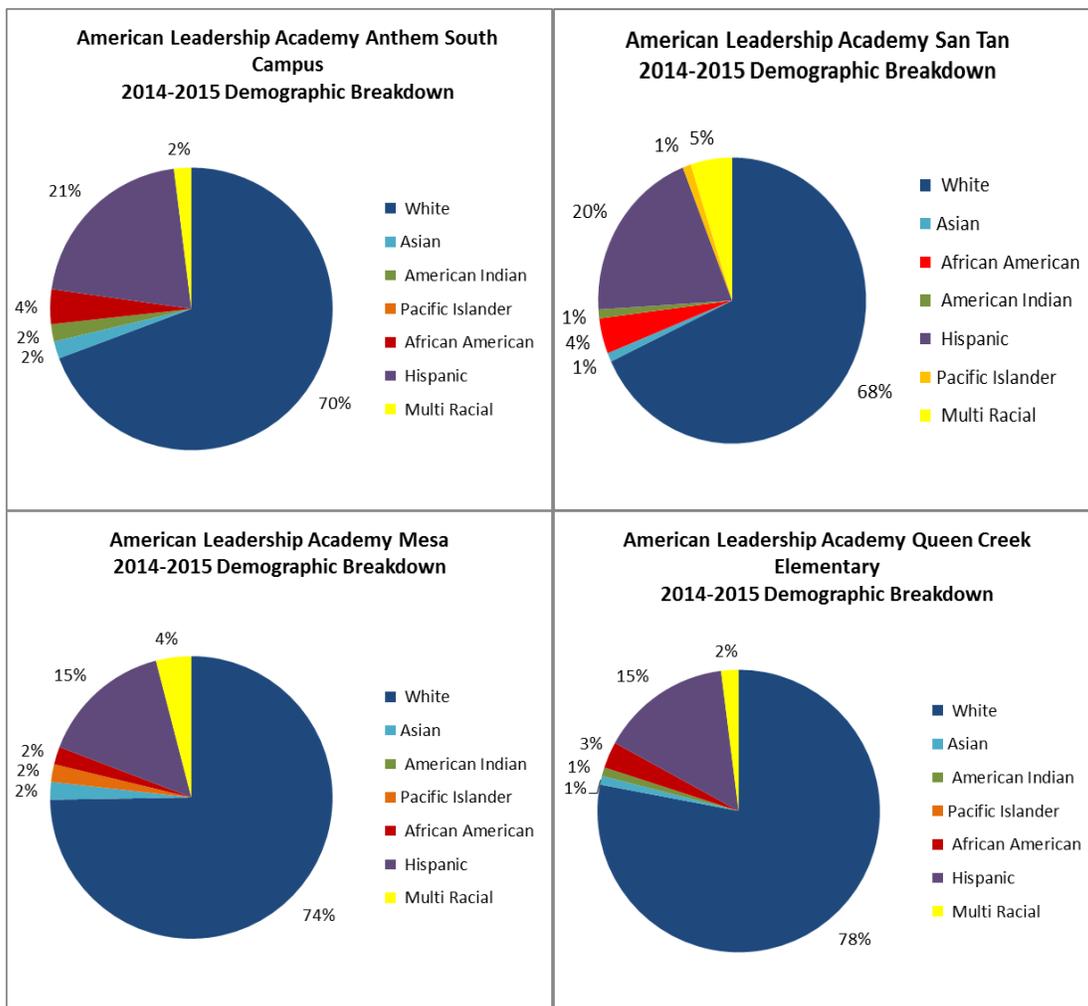


The demographic data for ALA from the 2014-2015 school year is represented in the charts below.<sup>1</sup> Because American Leadership Academy-Ironwood opened in FY 2016 demographic data for American Leadership Academy-Ironwood is not available.



<sup>1</sup> Information provided by the Research and Evaluation Division of the ADE.





The percentage of students served by ALA in the 2014-2015 school year who are classified as English Language Learners (ELL), classified as students with disabilities, or are eligible for Free or Reduced Price Lunch (FRL), is represented in the table below.<sup>2</sup> Information for American Leadership Academy – Ironwood is not available.

School Name	FRL	ELL	Students with Disabilities
American Leadership Academy	12	*	7
American Leadership Academy - Queen Creek	23	*	9
ALA San Tan	27%	2%	10%
ALA Mesa	22%	1%	11%
ALA QC Elem	19%	1%	9%
American Leadership Academy Anthem South Campus	18%	1%	8%

<sup>2</sup> Information provided by the Research and Evaluation division of the Arizona Department of Education. If the percentage of students in a non-ethnicity-based demographic group is 0% or 100%, the percentage for that demographic group was redacted.



As stated in Board policy, prior to a request being considered by the Board, staff conducts a compliance check as part of the amendment and notification approval process. The Charter Holder is in compliance in all areas.

**II. Academic Performance**

A Charter Holder’s academic performance will be evaluated by the Board when considering expansion requests.

- The academic performance of American Leadership Academy, American Leadership Academy - Queen Creek, and ALA San Tan for FY 2012-2014, as based on the Board’s academic framework, is represented in the table below.
- The academic performance of ALA Mesa and ALA QC Elem for FY 2013-2014, as based on the Board’s academic framework, is represented in the table below.
- American Leadership Academy Anthem South Campus and American Leadership Academy – Ironwood opened after FY 2014 and do not have academic dashboards.

Due to the absence of academic data to create Academic Dashboards for the FY 2015 year, academic performance information is not available. However, internal benchmarking data was reviewed as part of the expansion request submitted by Camino. (Refer to Section IV. Demonstration of Sufficient Progress— FY 2015 and FY 2016 Internal Benchmarking Data)

School Name	Opened	Current Grades Served	2012 Overall Rating	2013 Overall Rating	2014 Overall Rating
American Leadership Academy	September 1997	K-6	57.5/C	71.25/A	80.62/A
American Leadership Academy - Queen Creek	August 2010	7-12	72.19/B	58.75/C	66.25/B
ALA San Tan	August 2011	K-6	47.50/C	80.62/A	76.25/A
ALA Mesa	August 2012	K-6		76.25/A	61.56/B
ALA QC Elem	August 2012	K-6		75.00/A	75.00/A

**III. Additional School Choices**

American Leadership Academy, Higley’s proposed site location is in Gilbert near the intersection of S. Higley Rd. and Chandler Heights Blvd. The following information identifies additional schools within a five mile radius of the proposed school’s location and the academic performance of those schools.

There are 29 schools serving grades in the range of K-6 within a five mile radius of American Leadership Academy, Higley’s proposed site location. The table on the following page provides a breakdown of those schools. Schools are grouped by the A - F letter grade assigned by the ADE. For each letter grade, the table identifies the number of schools assigned that letter grade, the number of those schools that are charter schools, the number of the charter schools that are meeting the Board’s academic performance standard for FY14, and the median FY 2015 AzMERIT ELA and Math scores.



American Leadership Academy, Higley					
Letter Grade	Within 5 miles	Charter Schools	Meets Board's Standard	Median AzMERIT ELA Score	Median AzMERIT Math Score
A	27	8	8	59%	60%
B	2	1	1	40%	48%

American Leadership Academy, Gilbert's proposed site location is in Gilbert near the intersection of S. Higley Rd. and Santan Freeway. The following information identifies additional schools within a five mile radius of the proposed school's location and the academic performance of those schools.

There are 67 schools serving grades in the range of K-12 within a five mile radius of American Leadership Academy, Gilbert's proposed site location. The table below provides a breakdown of those schools.

American Leadership Academy, Gilbert					
Letter Grade	Within 5 miles	Charter Schools	Meets Board's Standard	Median AzMERIT ELA Score	Median AzMERIT Math Score
A	50	10	10	57%	59%
B	16	8	5	39%	36%
C	1	1	0	55%	41%

**IV. Demonstration of Sufficient Progress—FY 2015 and FY 2016 Internal Benchmarking Data**

ALA was required to submit internal benchmarking data for FY 2015 and FY 2016 with the notification requests, because a school operated by the Charter Holder, ALA Mesa did not meet the academic standard set forth by the Board. ALA submitted internal benchmarking data for FY 2015 and FY 2016 with the NSS and ECAP requests.

Staff conducted a desk audit to review the internal benchmarking data submitted with both the NSS and ECAP requests.

Evaluation Summary			
Area	Evaluation		
	Meets	Does Not Meet	Falls Far Below
Data	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

After considering information from the internal benchmarking data provided for the desk audit, the Charter Holder failed to show improvement year-over-year for the two most recent school years, and demonstrated declines in academic performance in one out of the eight measures required by the Board.

Based on the findings summarized above and described in Appendix D. Data Inventory, staff determined that the Charter Holder did not demonstrate sufficient progress towards meeting the Board's Academic Performance Expectations.



## V. Board Options

### Board Options—New School Site Notification Request

**Option 1:** The Board may approve the request. The following language is provided for consideration:

I move, based on the information contained in the Board materials and presented today, to approve the request to add two new school sites to the charter contract of American Leadership Academy, Inc. for the operation of American Leadership Academy, Higley and American Leadership Academy, Gilbert.

**Option 2:** The Board may deny the request. The following language is provided for consideration:

I move, based on the information contained in the Board materials and presented today, to deny the request to add two new school sites to the charter contract of American Leadership Academy, Inc., for the reason(s) that:

(Board member may specify additional reasons the Board found during its consideration.)

### Board Options—Enrollment Cap Notification Request

**Option 1:** The Board may approve the request. The following language is provided for consideration:

I move, based on the information contained in the Board materials and presented today, to approve the request to increase the enrollment cap for the charter contract of American Leadership Academy, Inc., Inc. to 11,500 students.

**Option 2:** The Board may deny the request. The following language is provided for consideration:

I move, based on the information contained in the Board materials and presented today, to deny the request to increase the enrollment cap for the charter contract of American Leadership Academy, Inc., for the reason(s) that:

(Board member may specify additional reasons the Board found during its consideration.)

**APPENDIX A**

**NOTIFICATION REQUEST MATERIALS**

**1. New School Site—Gilbert**

**AMERICAN LEADERSHIP**  
**ACADEMY**

**MINUTES**

Of a meeting of the Governing Board of  
**American Leadership Academy, Inc.**

held at  
2350 E Germann Rd, #24  
Chandler, AZ 85286  
On March 30, 2016  
4:30 PM

**A. Roll Call**

**Glenn Way - Present**  
**Jeremy Christensen - Present**  
**Paul Sinclair - Present**  
**Richard Moss - Present**  
**Dal Zemp - Absent**

**B. Invocation**

**By Brent McArthur**

**C. Call to Public:**

This is the time for the public to comment. Members of the Board may not discuss items that are not specifically identified on the agenda. Therefore, pursuant to A.R.S. §38G 431.01(H), action taken as a result of public comment will be limited to directing staff to study the matter, responding to any criticism, or scheduling the matter for further consideration and decision at a later date.

**No member of the public in attendance.**

**D. ALA Strategic Plan Discussion & Potential Adoption**

**Jeremy Christensen made the motion:**

**“ I move to approve the addition of a K-12 campus in Gilbert, situated at or nearby the intersection of the 202 freeway and Higley Rd, for the 2017-18 school year and authorize school personnel to submit the new site notification request to the Arizona State Board for Charter Schools.”**

**Paul Sinclair seconded the motion and it passed unanimously.**

**“ I move to approve the addition of a K-6 campus situated at or nearby the intersection of Higley Rd and Chandler Heights Boulevard, for the 2017-18 school year and authorize school personnel to submit the new site notification request to the Arizona State Board for Charter Schools.”**

**Paul Sinclair seconded the motion and it passed unanimously.**

**“I move to apply for an enrollment cap increase from 8000 to 11,500 students to accommodate the new campuses for the 2017-18 school year and authorize school personnel to submit the enrollment cap increase notification request to the Arizona State Board for Charter Schools.”**

**Glenn Way seconded the motion and it passed unanimously.**

#### **E. Adjournment**

**Glenn Way made the motion to adjourn. It passed unanimously.**

**AMERICAN LEADERSHIP**  
**ACADEMY**

**New Site Notification Request Narrative**

American Leadership Academy, Inc. hereby petitions the Arizona State Board for Charter Schools for the addition of a new school site to be located in Gilbert, AZ. This request is made in conjunction with a request for an enrollment cap increase from 8000 students to 11,500 students.

***Timeline***

It is the intent of American Leadership Academy to open the proposed campus in time for the 2017-18 school year. Figure 1, below, shows the anticipated enrollment by grade level for the first three years of operation.

<b>FIGURE 1: ENROLLMENT BY GRADE LEVEL</b>			
<b>Grade</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
	Enrollment	Enrollment	Enrollment
Half KG	44	44	44
Full KG	44	44	44
1	100	120	120
2	100	120	120
3	100	120	120
4	100	120	120
5	100	120	120
6	100	120	120
7	200	225	250
8	200	225	250
9	200	200	250
10	125	150	250
11	75	125	200
12	50	75	125
K-6 Enrollment	688	808	808
7-8 Enrollment	400	450	500
9-12 Enrollment	450	550	825
<b>Total Enrollment</b>	<b>1538</b>	<b>1808</b>	<b>2133</b>

Figure 2, below, provides a simplified expansion plan for the addition of the proposed campus.

**AMERICAN LEADERSHIP**  
**ACADEMY**

<b>FIGURE 2: EXPANSION PLAN</b>			
Action	Steps	Timeline	Responsible Party
<b>1. Obtain Authorization for Expansion</b>			
	A. Complete Site Notification Request	Due March, 2016	Director of Compliance
	B. Complete Enrollment Cap Notification Request	Due March, 2016	Director of Compliance
	C. Attend ASBCS Board Meeting, verify approval	TBD	ASBCS Staff, ALA Staff
<b>2. Secure Adequate Educational Facilities</b>			
	A. Locate site for new campus	Complete Oct 1, 2016	ALA Executive Team
	B. Engage Developer & Lenders for design & construction of facility	Complete by Oct 1, 2016	ALA Executive Team
	C. Sign facility lease agreement	Complete by Nov 1, 2016	ALA Executive Team
	D. Design Facilities	September 2016 through December 2016	ALA Executive Team & Developer
	E. Obtain facility funding	September 2016 through December 2016	ALA Executive Team & Developer
	F. Begin facility construction	January, 2017	Developer
	G. Complete Facility Construction	July 1, 2017	Developer
	H. Ensure "E" Occupancy and Fire Marshal Inspection.	July 1, 2017	ALA Executive Team & Developer
<b>3. Staffing</b>			
	A. Complete Staffing Plan for New Campuses.	Complete by October, 2016	ALA Executive Team
	B. Determine New Executive Director for K-12 Campus	Complete by January, 2017	ALA Executive Team
	D. Begin Recruitment Drive for remaining administrators and instructional staff. (Post jobs on ALA website, ADE Board, and other	January, 2017	ALA Executive Team

**AMERICAN LEADERSHIP**  
**ACADEMY**

	employment boards.		
	E. Attend Hillsdale College Classical School Job Fair	February, 2017	Executive Director & Human Resources
	F. Finalize Assistant Director selection	March, 2017	ALA Executive Team
	G. Have booth at UT Statewide Teacher Fair, North	March, 2017	Executive Director & Human Resources
	H. Have booth at UT Statewide Teacher Fair, 2015	March, 2017	Executive Director & Human Resources
	I. Have booth at U of A Education Career Fair	April, 2017	Executive Director & Human Resources
	J. Have booth at Great AZ Teach-In Job Fair	April, 2017	Executive Director & Human Resources
	k. Attend ASU Job Fair	May, 2017	Executive Director & Human Resources
<b>4. Business &amp; Logistics</b>			
	Create Start-Up Budget	September, 2016	Business Manager & CFO
	Create 3-Year Budget	September, 2016	Business Manager & CFO
	Order Furniture, Fixtures, & Equipment	March, 2017	COO & CFO
	Order textbooks & Instructional Supplies	May, 2017	Curriculum Director & CFO
<b>5. Professional Development</b>			
	Create PD Plan for K-6 Curriculum	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for 7-12 Curriculum	Finalize by January, 2017	Curriculum Director & CEO

**AMERICAN LEADERSHIP**  
**ACADEMY**

	Create PD Plan for policies & procedures	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for technology including SMS, Galileo Assessments, Google Apps for Ed, etc.	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for Director	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for Ast. Director	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for Office Staff	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for support personnel	Finalize by January, 2017	Curriculum Director & CEO
<b>6. Marketing &amp; Enrollment</b>			
	Launch new school site page on ALA Website	Oct, 2016	CIO
	In conjunction with third-party marketing team, create a marketing plan for enrollment drive	November – December, 2016	ALA Executive Team
	Launch new online enrollment portal	January, 2017	Business Manager
	Launch 2016 Enrollment Drive	March, 2017	ALA Executive Team
	Execute marketing plan initiatives TBD	February – July, 2017	All Staff

***Organizational Capacity***

Growth presents many challenges to an organization. ALA is familiar with these challenges and has worked ardently to put an organizational structure in place capable of dealing with these challenges in a proactive manner. Our efforts include the hiring of several new key personnel. Since 2014, ALA has expanded its operational staff to include a new CEO, CFO, Title I Coordinator, an additional Executive Director, ELL Director, and more. Additionally, several new administrative FTEs have been added to monitor organizational compliance and Human Resource Management. These positions have been added to increase the operational capacity of the organization in anticipation of further growth.

## AMERICAN LEADERSHIP ACADEMY

In addition to the improvements in personnel already performed, ALA is currently in negotiations with additional potential hires that would bring significant added experience and recognition to the ALA administrative team. These applicants include school leadership professionals with nationally recognized academic programs. ALA will also hire an additional Executive Director to oversee the Gilbert K-12 Campus no later than January, 2017.

As always, ALA remains dedicated to educational excellence and was rated an "A" District by the Arizona Department of Education for 2014. Additionally, ALA was ranked as the 33<sup>rd</sup> top performing school district in the state, placing it within the top 6% of schools within the state. ALA maintains extensive professional development and evaluation programs aimed at improving teacher efficacy and student performance. These efforts are augmented by ongoing assessment and analysis to ensure necessary adjustments are made in a timely manner. District pacing maps have been created in conjunction with instructional staff and are evaluated on a weekly basis to ensure proper pacing to cover the required standards.

To help maintain focus on our core competencies, ALA has contracted with a third-party professional marketing firm to assist in the enrollment efforts necessary to fill the new campus. This ensures that enrollment goals are achieved without excessively detracting from the organizational capacity of existing administrative staff. ALA is currently working with this firm to refine our marketing strategy, leverage digital marketing channels, and improve our more traditional marketing efforts. ALA

ALA's annual growth has helped us refine the procedures and steps necessary to add additional campuses. Indeed, there are only a handful of schools in the State of Arizona that can claim to have the experience that we do with growth. From academics to zoning requirements, we have the experience and established relationships necessary to efficiently start new schools.

Funding for the construction of the facility is the responsibility of ALA's facility developer from whom ALA will lease the facility. In conjunction with the development, design, and construction of the facility, the developer will also include the cost of some necessary start-up furniture, fixtures, and equipment as well as delay the commencement of facility payments until November, 2017 to provide the school the opportunity to use state funding received during the first months of school to offset start-up costs.

# AMERICAN LEADERSHIP ACADEMY

## ***Calendar***

American Leadership Academy, Gilbert anticipates beginning school on August 7, 2017 and will maintain 180 days of instruction. The school will also ensure that the appropriate annual hours of instruction for each grade level are met or exceeded.

## ***Conclusion***

American Leadership Academy is requesting an enrollment cap increase to 11,000 students in conjunction with the request for an additional site. This expansion is necessary to meet stakeholder demand as well as the organization's long term goals.

With the extensive experience dealing with growth and the added administrative capacity obtained over the last year, ALA is prepared for the challenges that growth provides.

\*A DSP was submitted and evaluated in 2014 and is therefore not appended to this document per Johanna Medina.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
8/27/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Frank Crystal & Co of TX, Inc. dba Crystal & Company 2000 West Loop S., #2150 Houston TX 77027	<b>CONTACT NAME:</b> Mabelle McKenzie <b>PHONE (A/C, No, Ext):</b> 713-627-2250 <b>E-MAIL ADDRESS:</b> mabelle.mckenzie@crystalco.com	<b>FAX (A/C, No):</b> 713-621-5425
	<b>INSURER(S) AFFORDING COVERAGE</b>	
	<b>INSURER A:</b> Catlin Insurance Company, Inc.	19518
<b>INSURED</b> American Leadership Academy 2350 E Germann Rd. Chandler AZ 85286	<b>INSURER B:</b>	
	<b>INSURER C:</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

### COVERAGES

CERTIFICATE NUMBER: 1165597695

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:	Y	N	CNDAZEPP18743002	8/27/2015	8/27/2016	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$500,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$3,000,000 PRODUCTS - COMP/OP AGG \$3,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS	N	N	CNDAZCAP18744002	8/27/2015	8/27/2016	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$	Y	N	CNDAZEXL18746002	8/27/2015	8/27/2016	EACH OCCURRENCE \$10,000,000 AGGREGATE \$10,000,000 \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Certificate holder named as an Additional Insured with respect to the General Liability policy when required by written contract subject to the policy terms and conditions and as permitted by law.

### CERTIFICATE HOLDER

### CANCELLATION

American Leadership Academy 2350 E Germann Rd. Ste 25 Chandler AZ 85286	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE <i>Crystal &amp; Company</i>
---	---

© 1988-2014 ACORD CORPORATION. All rights reserved.

## AMERICAN LEADERSHIP ACADEMY

It is the intent of American Leadership Academy to privately finance and build the facilities ourselves. This is a departure from the past where we have contracted with a third-party entity to fund and build the facilities and lease them back to us.

Due to this new path and the timing of this notification request, no lease will be created and no proof of purchase currently exists.

American Leadership Academy is confident that we will be able to secure the necessary funding and construct the facilities as planned without any delays or unusual difficulties.

American Leadership Academy has spoken with our third-party facilities provider and they have indicated a desire to build/lease the new facilities to us in the event that we cannot finalize funding for any reason. We have attached a Letter of Intent from the third-party facility provider to demonstrate ability to complete facility development in the event private facility funding is not available.

Example floor plans of the proposed facility are also included to demonstrate occupancy limits and amenities.

**LETTER OF INTENT FOR LEASE – COMMERCIAL REAL ESTATE**

**For a property to be determined located in**

**Gilbert, AZ**

The following summarizes the basic nonbinding terms and conditions upon which Tenant would be interested in entering a lease;

**Disclaimer:** The suggested terms and conditions herein are intended to serve as a proposed basis for the preparation of a lease agreement. It is expressly understood that the terms and conditions are not all inclusive but merely an outline of some of the basic business terms to be incorporated into a first draft of lease. It is further expressed that neither Tenant nor Landlord will be under a legally binding obligation to the other until a lease agreement, acceptable to both parties, has been prepared, negotiated and executed. If the terms and conditions are acceptable to Landlord, please have their representative sign below. Landlord will then prepare a lease agreement for Tenant's review and approval within ten (10) business days after the date of execution of this Letter of Intent.

**PROPOSED TENANT:** American Leadership Academy, Inc.

**PROPOSED LANDLORD LEGAL NAME/ENTITY:** Schoolhouse Development, LLC.

**LEASED PREMISES:** Educational Facilities to be located in

Undetermined Site

Gilbert, AZ

**SQUARE FOOTAGE:** Approximately 210,000 Rentable Square Feet

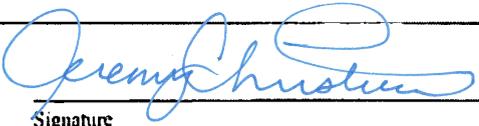
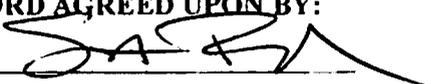
**LEASE COMMENCEMENT DATE:** July 1, 2017

**TENANT'S OCCUPANCY DATE:** July 1, 2017

**LENGTH OF LEASE TERM:** 20 Years, 0 Months

**INITIAL BASE RENT:** \$2,600,000 Per Year, to be adjusted based on facility construction cost.

**THIS LOI IS SUBMITTED SOLELY AS AN INDUCEMENT TO NEGOTIATE IN GOOD FAITH. NOTHING CONTAINED HEREIN SHALL BE CONSTRUED AS CONSTITUTING A BINDING LEASE. AS WITH ANY LEGAL DOCUMENT, THE PARTIES ARE URGED TO SEEK LEGAL COUNSEL.**

<b>TENANT AGREED UPON BY:</b> Jeremy Christensen _____ Type/Print Name 3/30/2016 _____ Dated	 _____ Signature
<b>LANDLORD AGREED UPON BY:</b>  _____ Signature	<u>3/30/16</u> _____ Date



**TC THOMAS+CROWLEY**  
LANDSCAPE ARCHITECTURE PLANNING SITE DESIGN

**carhuff+cueva**  
architects, llc

**HARRIS ARCHITECTURE**



**AMERICAN LEADERSHIP**

**ACADEMY**

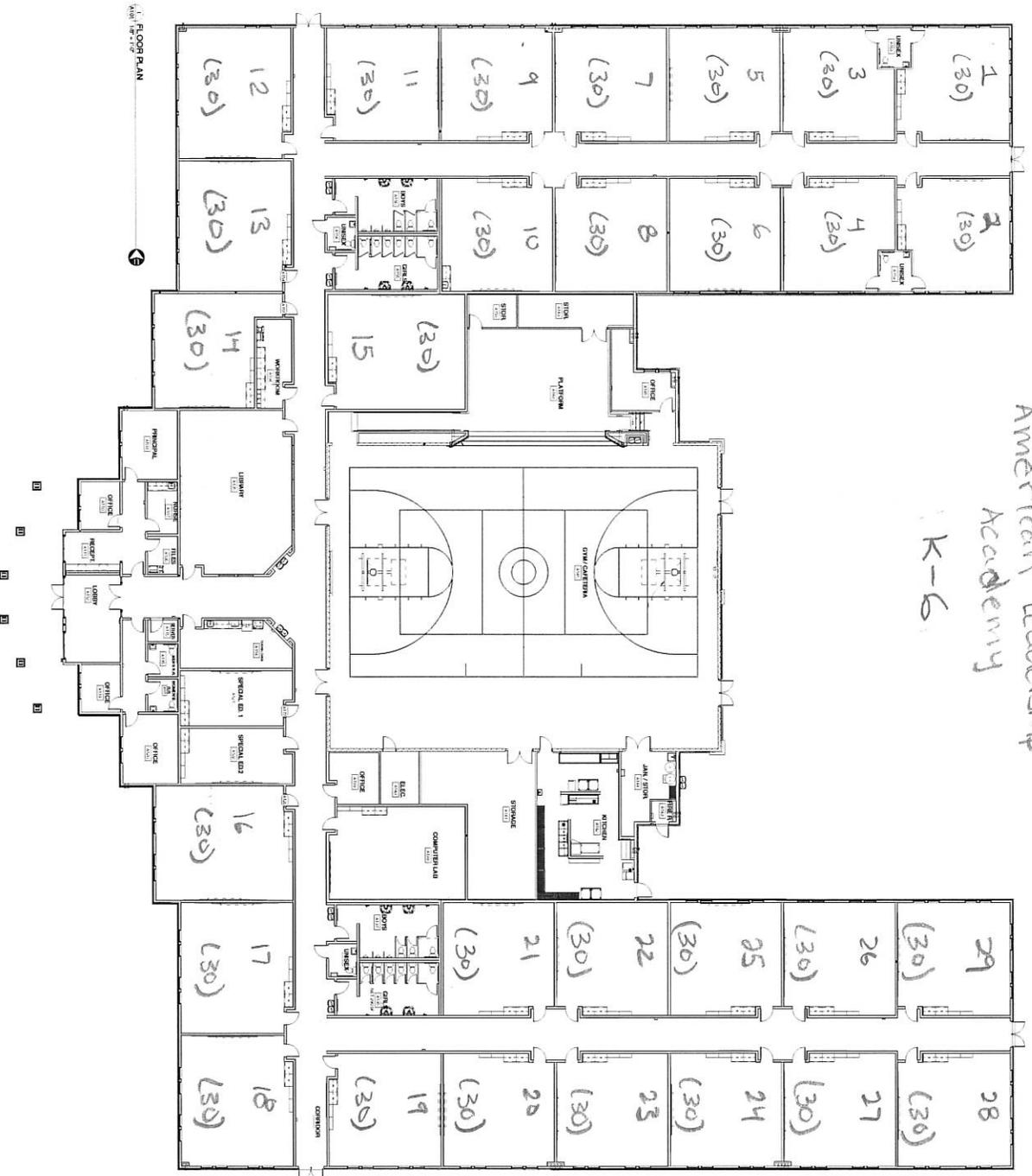
GILBERT CAMPUS

K-12 SCHOOL  
DECEMBER 1, 2014

POTENTIAL BUILDING DESIGN

American Leadership Academy

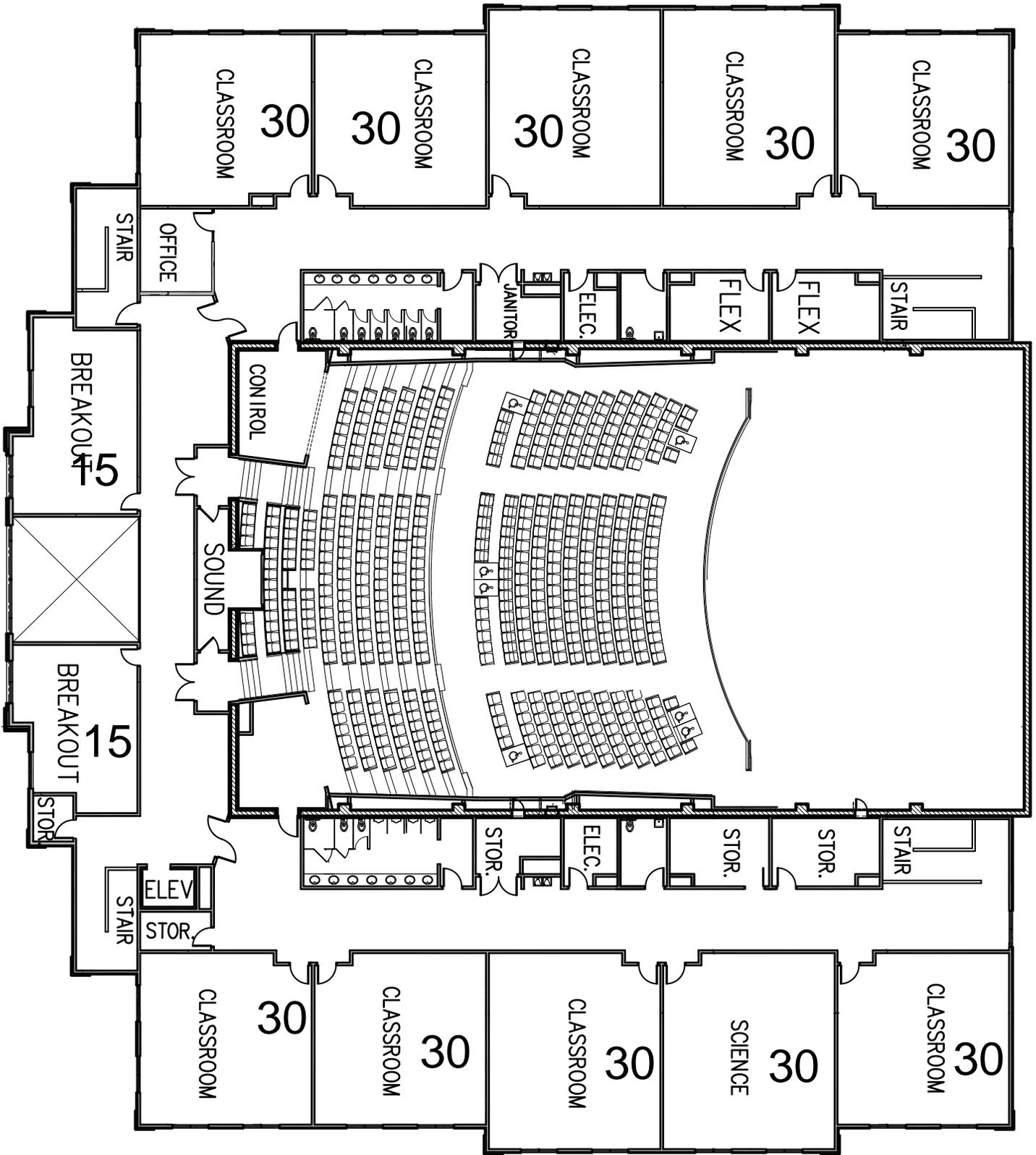
K-6



TOTAL STUDENT CAPACITY 870

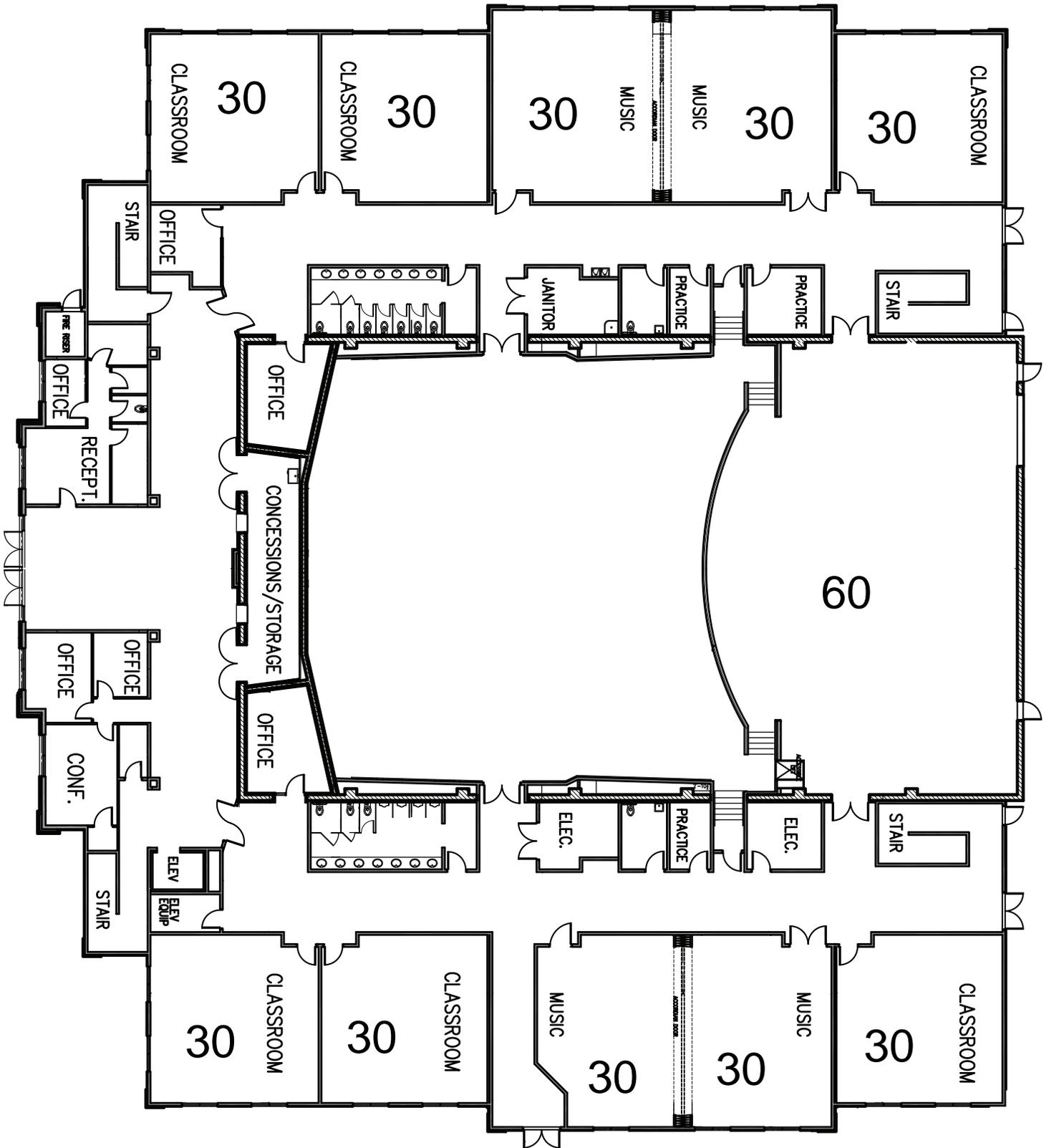
# MS Building 2<sup>nd</sup> Floor

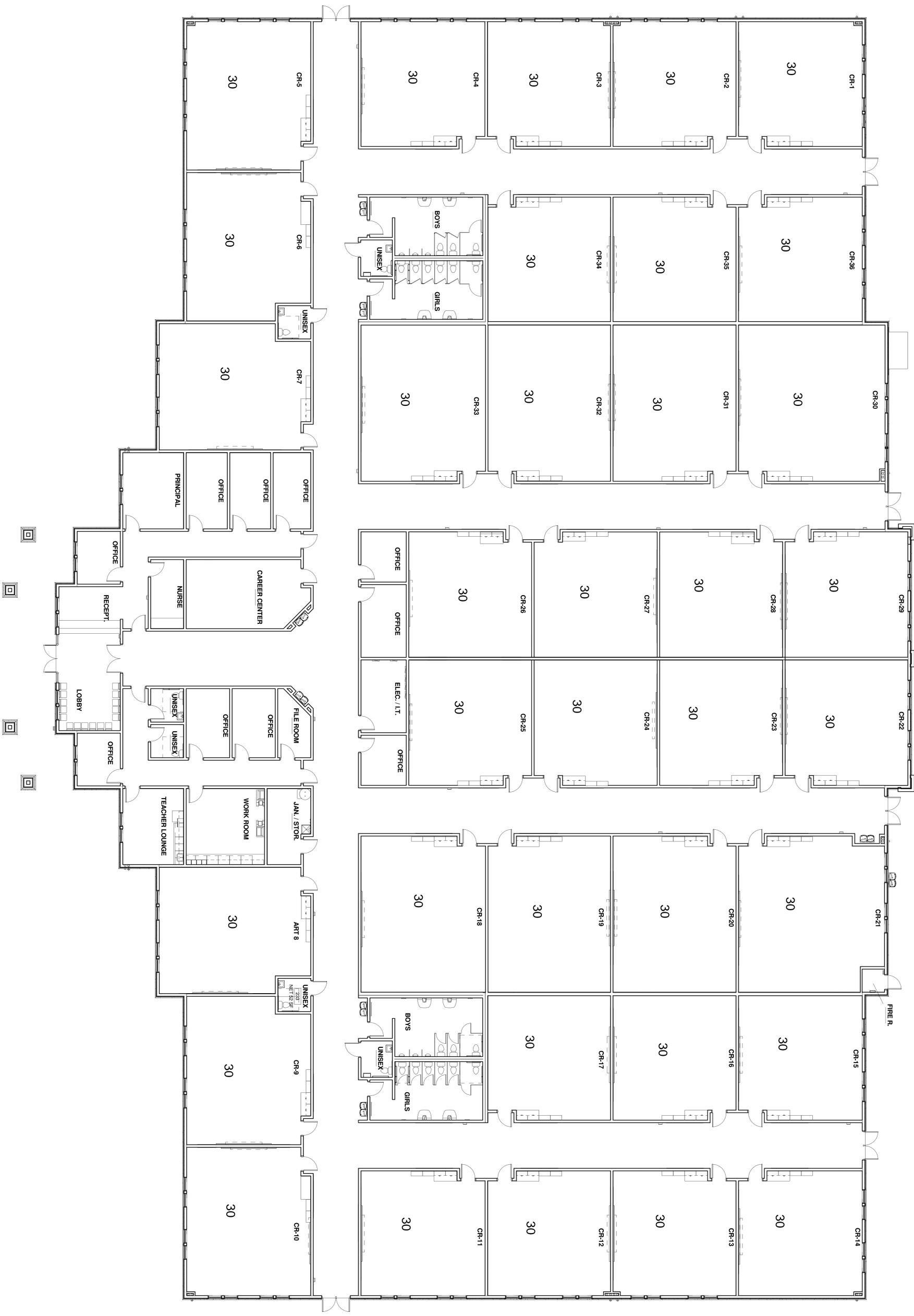
FLOOR CAPACITY 330



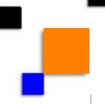
# MS Building 1<sup>st</sup> Floor

FLOOR CAPACITY 360





HS MAIN BUILDING  
 BUILDING CAPACITY 1080

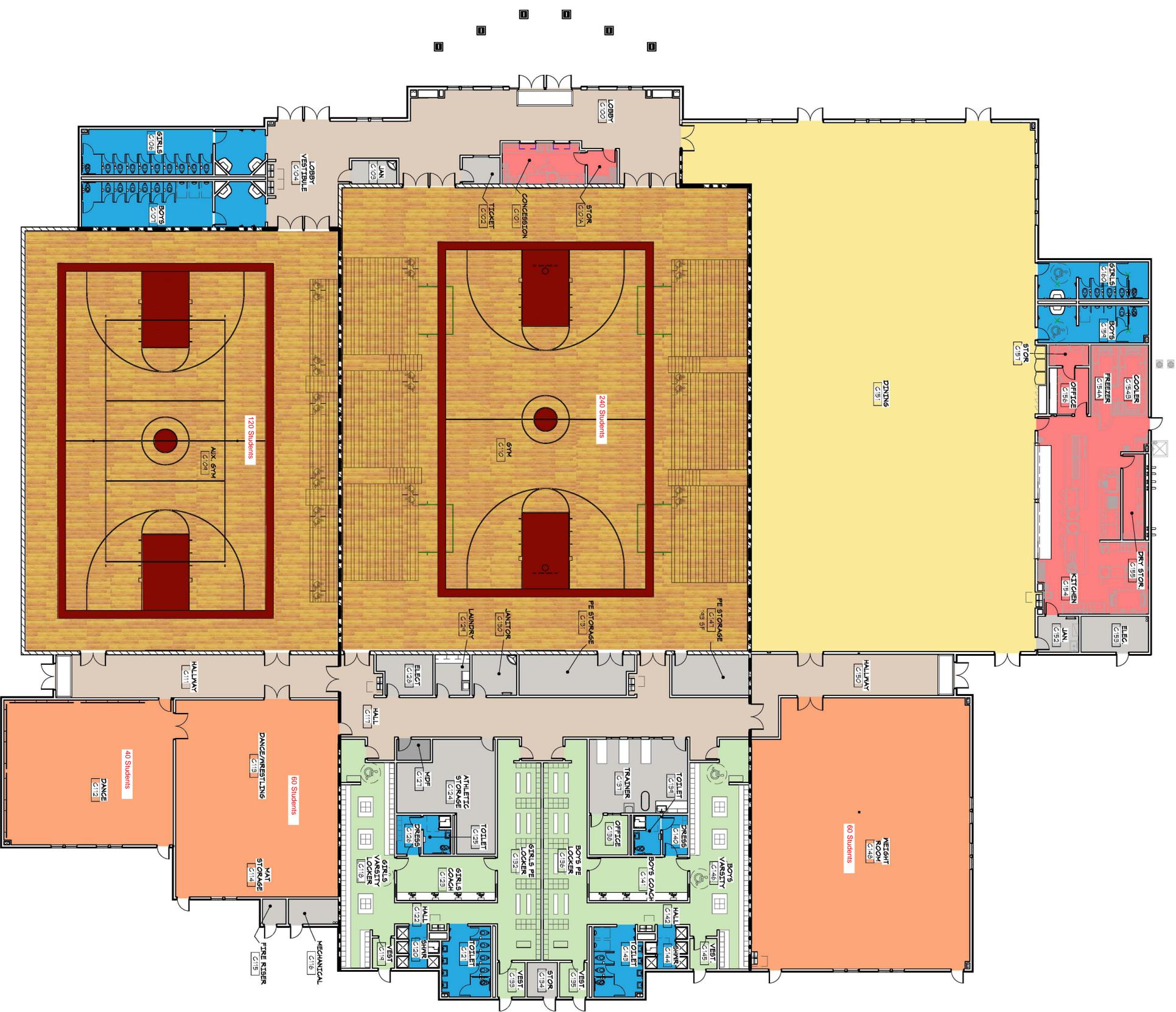


# AMERICAN LEADERSHIP

## ACADEMY

### COLLEGIATE BUILDING

NEW ELEMENTARY & HIGH SCHOOL CAMPUS  
ALA SCHOOLS  
Project # 9114357.00 01/14/15



# Arizona State Board for Charter Schools

## Occupancy Compliance Assurance and Understanding

The Arizona State Board for Charter Schools (“ASBCS”), at a meeting held on June 8, 2009, approved a revised policy that requires new and existing charter holders to submit a copy of a valid certificate of occupancy and current fire marshal inspection report for each location where educational services will be provided prior to the initiation of state equalization payments.

The ASBCS will request that the Arizona Department of Education (“ADE”) withhold state equalization assistance payments for 1) new charter schools that have signed a charter contract, 2) new school sites under existing charter contracts, and 3) school sites under existing charter contract moving from one location to another until the school has submitted valid copies of the required certificate of occupancy and current fire marshal inspection report for the new educational facility.

Once the ASBCS office has verified that the appropriate documents for each location have been received, the ASBCS office will notify the school and the ADE School Finance Unit’s Charter School Payment Manager that the school is eligible for payment. The ADE School Finance Unit will mark the school eligible for payment and a payment will generate in the next payment cycle if all other requirements of ADE School Finance have been met. Schools eligible for payment by the 20<sup>th</sup> of any month will generate a payment for the next month’s payment cycle. Schools marked eligible after the 20<sup>th</sup> of any month will not generate a payment in next month’s payment cycle. No off-system payments will be made.

By signing below, I understand the Board’s policy and that I am required to submit an educational use Certificate of Occupancy and a current fire marshal inspection report to the ASBCS office for each of our school facilities. These documents must be verified by the ASBCS office prior to occupancy of the building and prior to receipt of equalization payments for students enrolled at this site.

I acknowledge that if these documents are not submitted prior to occupancy, the school’s opening date may be postponed and/or the Board may take action as allowed by statute and the charter contract.

**American Leadership Academy, Inc.**

Charter Holder Name



Charter Representative Signature

3/30/2016

Date

**APPENDIX A**

**NOTIFICATION REQUEST MATERIALS**

**2. New School Site—Higley**

**AMERICAN LEADERSHIP**  
**ACADEMY**

**MINUTES**

Of a meeting of the Governing Board of  
**American Leadership Academy, Inc.**

held at  
2350 E Germann Rd, #24  
Chandler, AZ 85286  
On March 30, 2016  
4:30 PM

**A. Roll Call**

**Glenn Way - Present**  
**Jeremy Christensen - Present**  
**Paul Sinclair - Present**  
**Richard Moss - Present**  
**Dal Zemp - Absent**

**B. Invocation**

**By Brent McArthur**

**C. Call to Public:**

This is the time for the public to comment. Members of the Board may not discuss items that are not specifically identified on the agenda. Therefore, pursuant to A.R.S. §38G 431.01(H), action taken as a result of public comment will be limited to directing staff to study the matter, responding to any criticism, or scheduling the matter for further consideration and decision at a later date.

**No member of the public in attendance.**

**D. ALA Strategic Plan Discussion & Potential Adoption**

**Jeremy Christensen made the motion:**

**“ I move to approve the addition of a K-12 campus in Gilbert, situated at or nearby the intersection of the 202 freeway and Higley Rd, for the 2017-18 school year and authorize school personnel to submit the new site notification request to the Arizona State Board for Charter Schools.”**

**Paul Sinclair seconded the motion and it passed unanimously.**

**“ I move to approve the addition of a K-6 campus situated at or nearby the intersection of Higley Rd and Chandler Heights Boulevard, for the 2017-18 school year and authorize school personnel to submit the new site notification request to the Arizona State Board for Charter Schools.”**

**Paul Sinclair seconded the motion and it passed unanimously.**

**“I move to apply for an enrollment cap increase from 8000 to 11,500 students to accommodate the new campuses for the 2017-18 school year and authorize school personnel to submit the enrollment cap increase notification request to the Arizona State Board for Charter Schools.”**

**Glenn Way seconded the motion and it passed unanimously.**

#### **E. Adjournment**

**Glenn Way made the motion to adjourn. It passed unanimously.**

# AMERICAN LEADERSHIP ACADEMY

## New Site Notification Request Narrative

American Leadership Academy, Inc. hereby petitions the Arizona State Board for Charter Schools for the addition of a new school site to be located in Chandler, AZ. This request is made in conjunction with a request for an enrollment cap increase from 8000 students to 11,500 students.

### *Timeline*

It is the intent of American Leadership Academy to open the proposed campus in time for the 2017-18 school year. Figure 1, below, shows the anticipated enrollment by grade level for the first three years of operation.

<b>FIGURE 1: ENROLLMENT BY GRADE LEVEL</b>			
<b>Grade</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
	Enrollment	Enrollment	Enrollment
Half KG	44	44	44
Full KG	44	44	44
1	100	120	120
2	100	120	120
3	100	120	120
4	100	120	120
5	100	120	120
6	100	120	120
<b>Total Enrollment</b>	<b>688</b>	<b>808</b>	<b>808</b>

Figure 2, below, provides a simplified expansion plan for the addition of the proposed campus.

<b>FIGURE 2: EXPANSION PLAN</b>			
Action	Steps	Timeline	Responsible Party
<b>1. Obtain Authorization for Expansion</b>			
	A. Complete Site Notification Request	Due March, 2016	Director of Compliance
	B. Complete Enrollment Cap Notification Request	Due March, 2016	Director of Compliance
	C. Attend ASBCS Board Meeting, verify approval	TBD	ASBCS Staff, ALA Staff
<b>2. Secure Adequate Educational Facilities</b>			

**AMERICAN LEADERSHIP**  
**ACADEMY**

A. Locate site for new campus	Complete Oct 1, 2016	ALA Executive Team
B. Engage Developer & Lenders for design & construction of facility	Complete by Oct 1, 2016	ALA Executive Team
C. Sign facility lease agreement	Complete by Nov 1, 2016	ALA Executive Team
D. Design Facilities	September 2016 through December 2016	ALA Executive Team & Developer
E. Obtain facility funding	September 2016 through December 2016	ALA Executive Team & Developer
F. Begin facility construction	January, 2017	Developer
G. Complete Facility Construction	July 1, 2017	Developer
H. Ensure "E" Occupancy and Fire Marshal Inspection.	July 1, 2017	ALA Executive Team & Developer
<b>3. Staffing</b>		
A. Complete Staffing Plan for New Campuses.	Complete by October, 2016	ALA Executive Team
B. Determine New Executive Director for K-12 Campus	Complete by January, 2017	ALA Executive Team
D. Begin Recruitment Drive for remaining administrators and instructional staff. (Post jobs on ALA website, ADE Board, and other employment boards.	January, 2017	ALA Executive Team
E. Attend Hillsdale College Classical School Job Fair	February, 2017	Executive Director & Human Resources
F. Finalize Assistant Director selection	March, 2017	ALA Executive Team
G. Have booth at UT Statewide Teacher Fair, North	March, 2017	Executive Director & Human Resources
H. Have booth at UT Statewide Teacher Fair, 2015	March, 2017	Executive Director & Human Resources

## AMERICAN LEADERSHIP ACADEMY

	I. Have booth at U of A Education Career Fair	April, 2017	Executive Director & Human Resources
	J. Have booth at Great AZ Teach-In Job Fair	April, 2017	Executive Director & Human Resources
	k. Attend ASU Job Fair	May, 2017	Executive Director & Human Resources
<b>4. Business &amp; Logistics</b>			
	Create Start-Up Budget	September, 2016	Business Manager & CFO
	Create 3-Year Budget	September, 2016	Business Manager & CFO
	Order Furniture, Fixtures, & Equipment	March, 2017	COO & CFO
	Order textbooks & Instructional Supplies	May, 2017	Curriculum Director & CFO
<b>5. Professional Development</b>			
	Create PD Plan for K-6 Curriculum	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for 7-12 Curriculum	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for policies & procedures	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for technology including SMS, Galileo Assessments, Google Apps for Ed, etc.	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for Director	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for Ast. Director	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for Office Staff	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for support personnel	Finalize by January, 2017	Curriculum Director & CEO
<b>6. Marketing &amp; Enrollment</b>			
	Launch new school site page on ALA Website	Oct, 2016	CIO

## AMERICAN LEADERSHIP ACADEMY

In conjunction with third-party marketing team, create a marketing plan for enrollment drive	November – December, 2016	ALA Executive Team
Launch new online enrollment portal	January, 2017	Business Manager
Launch 2016 Enrollment Drive	March, 2017	ALA Executive Team
Execute marketing plan initiatives TBD	February – July, 2017	All Staff

### ***Organizational Capacity***

Growth presents many challenges to an organization. ALA is familiar with these challenges and has worked ardently to put an organizational structure in place capable of dealing with these challenges in a proactive manner. Our efforts include the hiring of several new key personnel. Since 2014, ALA has expanded its operational staff to include a new CEO, CFO, Title I Coordinator, an additional Executive Director, ELL Director, and more. Additionally, several new administrative FTEs have been added to monitor organizational compliance and Human Resource Management. These positions have been added to increase the operational capacity of the organization in anticipation of further growth.

In addition to the improvements in personnel already performed, ALA is currently in negotiations with additional potential hires that would bring significant added experience and recognition to the ALA administrative team. These applicants include school leadership professionals with nationally recognized academic programs. ALA will also hire an additional Executive Director to oversee the Gilbert K-12 Campus no later than January, 2017.

As always, ALA remains dedicated to educational excellence and was rated an “A” District by the Arizona Department of Education for 2014. Additionally, ALA was ranked as the 33<sup>rd</sup> top performing school district in the state, placing it within the top 6% of schools within the state. ALA maintains extensive professional development and evaluation programs aimed at improving teacher efficacy and student performance. These efforts are augmented by ongoing assessment and analysis to ensure necessary adjustments are made in a timely manner. District pacing maps have been created in conjunction with instructional staff and are evaluated on a weekly basis to ensure proper pacing to cover the required standards.

To help maintain focus on our core competencies, ALA has contracted with a third-party professional marketing firm to assist in the enrollment efforts necessary to fill the new campus. This ensures that enrollment goals are achieved without

# AMERICAN LEADERSHIP ACADEMY

excessively detracting from the organizational capacity of existing ALA administrative staff. ALA is currently working with this firm to refine our marketing strategy, leverage digital marketing channels, and improve our more traditional marketing efforts.

ALA's annual growth has helped us refine the procedures and steps necessary to add additional campuses. Indeed, there are only a handful of schools in the State of Arizona that can claim to have the experience that we do with growth. From academics to zoning requirements, we have the experience and established relationships necessary to efficiently start new schools.

Funding for the construction of the facility is the responsibility of ALA's facility developer from whom ALA will lease the facility. In conjunction with the development, design, and construction of the facility, the developer will also include the cost of some necessary start-up furniture, fixtures, and equipment as well as delay the commencement of facility payments until November, 2017 to provide the school the opportunity to use state funding received during the first months of school to offset start up costs.

## ***Calendar***

American Leadership Academy, Gilbert anticipates beginning school on August 7, 2017 and will maintain 180 days of instruction. The school will also ensure that the appropriate annual hours of instruction for each grade level are met or exceeded.

## ***Conclusion***

American Leadership Academy is requesting an enrollment cap increase to 11,000 students in conjunction with the request for an additional site. This expansion is necessary to meet stakeholder demand as well as the organization's long term goals.

With the extensive experience dealing with growth and the added administrative capacity obtained over the last year, ALA is prepared for the challenges that growth provides.

\*A DSP was submitted and evaluated in 2014 and is therefore not appended to this document per Johanna Medina.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
8/27/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Frank Crystal & Co of TX, Inc. dba Crystal & Company 2000 West Loop S., #2150 Houston TX 77027	<b>CONTACT NAME:</b> Mabelle McKenzie <b>PHONE (A/C, No, Ext):</b> 713-627-2250 <b>E-MAIL ADDRESS:</b> mabelle.mckenzie@crystalco.com	<b>FAX (A/C, No):</b> 713-621-5425
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> American Leadership Academy 2350 E Germann Rd. Chandler AZ 85286	<b>INSURER A:</b> Catlin Insurance Company, Inc.	19518
	<b>INSURER B:</b>	
	<b>INSURER C:</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

### COVERAGES

CERTIFICATE NUMBER: 1165597695

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:	Y	N	CNDAZEPP18743002	8/27/2015	8/27/2016	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$500,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$3,000,000 PRODUCTS - COMP/OP AGG \$3,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS	N	N	CNDAZCAP18744002	8/27/2015	8/27/2016	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$	Y	N	CNDAZEXL18746002	8/27/2015	8/27/2016	EACH OCCURRENCE \$10,000,000 AGGREGATE \$10,000,000 \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Certificate holder named as an Additional Insured with respect to the General Liability policy when required by written contract subject to the policy terms and conditions and as permitted by law.

### CERTIFICATE HOLDER

### CANCELLATION

American Leadership Academy 2350 E Germann Rd. Ste 25 Chandler AZ 85286	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE <i>Crystal &amp; Company</i>
---	---

© 1988-2014 ACORD CORPORATION. All rights reserved.

**LETTER OF INTENT FOR LEASE – COMMERCIAL REAL ESTATE**

**For a property to be determined located in  
Queen Creek, AZ**

The following summarizes the basic nonbinding terms and conditions upon which Tenant would be interested in entering a lease;

**Disclaimer:** The suggested terms and conditions herein are intended to serve as a proposed basis for the preparation of a lease agreement. It is expressly understood that the terms and conditions are not all inclusive but merely an outline of some of the basic business terms to be incorporated into a first draft of lease. It is further expressed that neither Tenant nor Landlord will be under a legally binding obligation to the other until a lease agreement, acceptable to both parties, has been prepared, negotiated and executed. If the terms and conditions are acceptable to Landlord, please have their representative sign below. Landlord will then prepare a lease agreement for Tenant's review and approval within ten (10) business days after the date of execution of this Letter of Intent.

**PROPOSED TENANT:** American Leadership Academy, Inc.

**PROPOSED LANDLORD LEGAL NAME/ENTITY:** Schoolhouse Development, LLC.

**LEASED PREMISES:** Educational Facilities to be located in  
Undetermined Site  
Queen Creek, AZ

**SQUARE FOOTAGE:** Approximately 50,000 Rentable Square Feet

**LEASE COMMENCEMENT DATE:** July 1, 2017

**TENANT'S OCCUPANCY DATE:** July 1, 2017

**LENGTH OF LEASE TERM:** 20 Years, 0 Months

**INITIAL BASE RENT:** \$720,000 Per Year, to be adjusted based on facility construction cost.

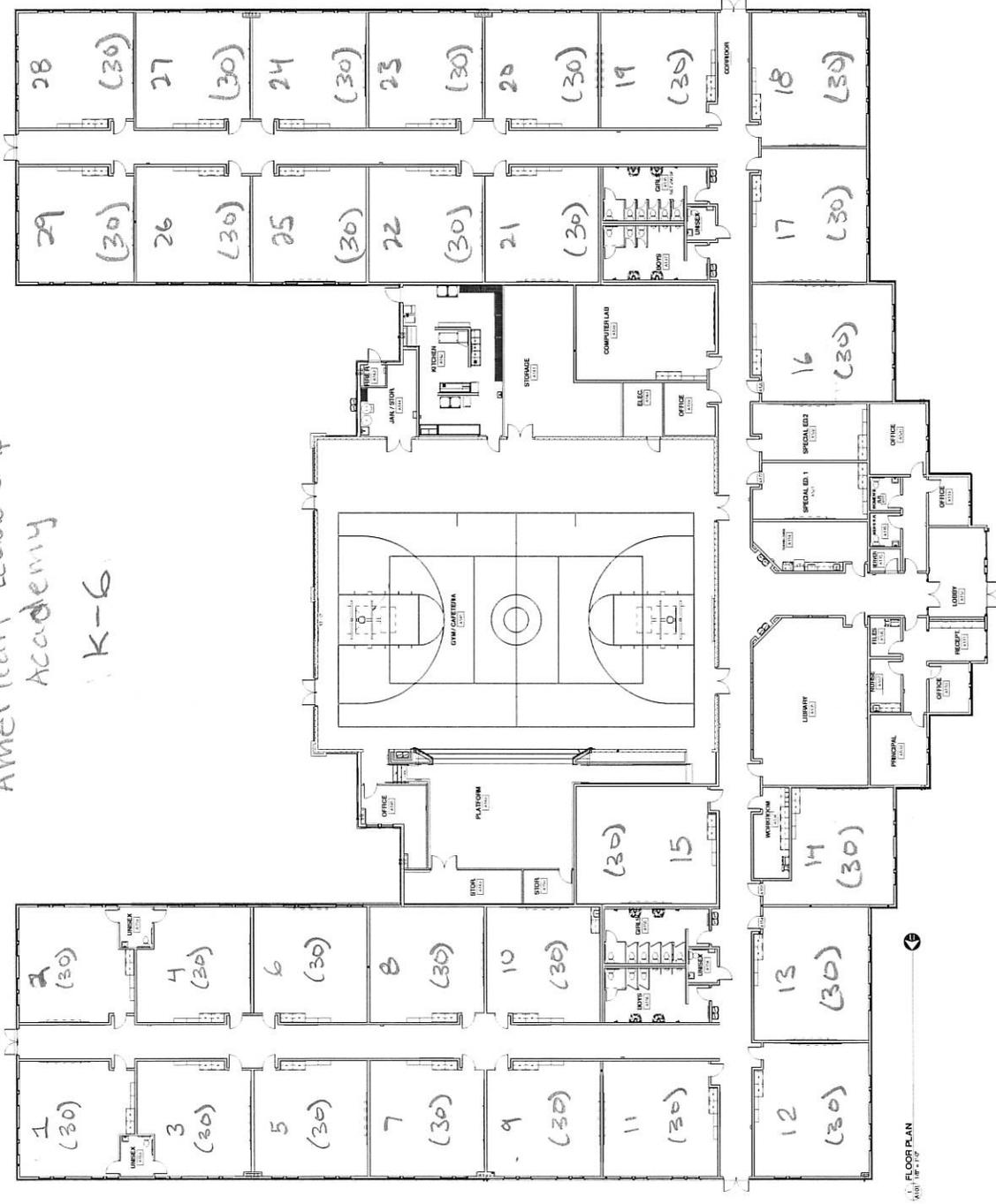
**THIS LOI IS SUBMITTED SOLELY AS AN INDUCEMENT TO NEGOTIATE IN GOOD FAITH. NOTHING CONTAINED HEREIN SHALL BE CONSTRUED AS CONSTITUTING A BINDING LEASE. AS WITH ANY LEGAL DOCUMENT, THE PARTIES ARE URGED TO SEEK LEGAL COUNSEL.**

<b>TENANT AGREED UPON BY:</b> Jeremy Christensen _____ Type/Print Name 3/30/2016 _____ Dated	 _____ Signature
<b>LANDLORD AGREED UPON BY:</b>  _____ Signature	<u>3/30/16</u> _____ Date

POTENTIAL BUILDING DESIGN

American Leadership Academy

K-6



1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29

TOTAL STUDENT CAPACITY 870

# Arizona State Board for Charter Schools

## Occupancy Compliance Assurance and Understanding

The Arizona State Board for Charter Schools (“ASBCS”), at a meeting held on June 8, 2009, approved a revised policy that requires new and existing charter holders to submit a copy of a valid certificate of occupancy and current fire marshal inspection report for each location where educational services will be provided prior to the initiation of state equalization payments.

The ASBCS will request that the Arizona Department of Education (“ADE”) withhold state equalization assistance payments for 1) new charter schools that have signed a charter contract, 2) new school sites under existing charter contracts, and 3) school sites under existing charter contract moving from one location to another until the school has submitted valid copies of the required certificate of occupancy and current fire marshal inspection report for the new educational facility.

Once the ASBCS office has verified that the appropriate documents for each location have been received, the ASBCS office will notify the school and the ADE School Finance Unit’s Charter School Payment Manager that the school is eligible for payment. The ADE School Finance Unit will mark the school eligible for payment and a payment will generate in the next payment cycle if all other requirements of ADE School Finance have been met. Schools eligible for payment by the 20<sup>th</sup> of any month will generate a payment for the next month’s payment cycle. Schools marked eligible after the 20<sup>th</sup> of any month will not generate a payment in next month’s payment cycle. No off-system payments will be made.

By signing below, I understand the Board’s policy and that I am required to submit an educational use Certificate of Occupancy and a current fire marshal inspection report to the ASBCS office for each of our school facilities. These documents must be verified by the ASBCS office prior to occupancy of the building and prior to receipt of equalization payments for students enrolled at this site.

I acknowledge that if these documents are not submitted prior to occupancy, the school’s opening date may be postponed and/or the Board may take action as allowed by statute and the charter contract.

**American Leadership Academy, Inc.**

Charter Holder Name



Charter Representative Signature

3/30/2016

Date

**APPENDIX A**

**NOTIFICATION REQUEST MATERIALS**

**3. Enrollment Cap**

**AMERICAN LEADERSHIP**  
**ACADEMY**

**MINUTES**

Of a meeting of the Governing Board of  
**American Leadership Academy, Inc.**

held at  
2350 E Germann Rd, #24  
Chandler, AZ 85286  
On March 30, 2016  
4:30 PM

**A. Roll Call**

**Glenn Way - Present**  
**Jeremy Christensen - Present**  
**Paul Sinclair - Present**  
**Richard Moss - Present**  
**Dal Zemp - Absent**

**B. Invocation**

**By Brent McArthur**

**C. Call to Public:**

This is the time for the public to comment. Members of the Board may not discuss items that are not specifically identified on the agenda. Therefore, pursuant to A.R.S. §38G 431.01(H), action taken as a result of public comment will be limited to directing staff to study the matter, responding to any criticism, or scheduling the matter for further consideration and decision at a later date.

**No member of the public in attendance.**

**D. ALA Strategic Plan Discussion & Potential Adoption**

**Jeremy Christensen made the motion:**

**“ I move to approve the addition of a K-12 campus in Gilbert, situated at or nearby the intersection of the 202 freeway and Higley Rd, for the 2017-18 school year and authorize school personnel to submit the new site notification request to the Arizona State Board for Charter Schools.”**

**Paul Sinclair seconded the motion and it passed unanimously.**

**“ I move to approve the addition of a K-6 campus situated at or nearby the intersection of Higley Rd and Chandler Heights Boulevard, for the 2017-18 school year and authorize school personnel to submit the new site notification request to the Arizona State Board for Charter Schools.”**

**Paul Sinclair seconded the motion and it passed unanimously.**

**“I move to apply for an enrollment cap increase from 8000 to 11,500 students to accommodate the new campuses for the 2017-18 school year and authorize school personnel to submit the enrollment cap increase notification request to the Arizona State Board for Charter Schools.”**

**Glenn Way seconded the motion and it passed unanimously.**

#### **E. Adjournment**

**Glenn Way made the motion to adjourn. It passed unanimously.**

# AMERICAN LEADERSHIP ACADEMY

## **Enrollment Cap Increase Notification Request Narrative**

American Leadership Academy, Inc. hereby petitions the Arizona State Board for Charter Schools for an enrollment cap increase from 8000 students to 11,500 students to go into effect for the 2017-18 school year. This request is made in conjunction with a request for the addition of two new school sites to be located in Gilbert, AZ and Queen Creek, AZ.

### ***Timeline***

It is the intent of American Leadership Academy to open the proposed campuses in time for the 2017-18 school year. Figure 1, below, shows the anticipated enrollment by grade level for the Gilbert Campus for the first three years of operation. Figure 2 shows the same for the Chandler Campus location.

<b>FIGURE 1: ENROLLMENT BY GRADE LEVEL (Gilbert)</b>			
<b>Grade</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
	Enrollment	Enrollment	Enrollment
Half KG	44	44	44
Full KG	44	44	44
1	100	120	120
2	100	120	120
3	100	120	120
4	100	120	120
5	100	120	120
6	100	120	120
7	200	225	250
8	200	225	250
9	200	200	250
10	125	150	250
11	75	125	200
12	50	75	125
K-6 Enrollment	688	808	808
7-8 Enrollment	400	450	500
9-12 Enrollment	450	550	825
<b>Total Enrollment</b>	<b>1538</b>	<b>1808</b>	<b>2133</b>

## AMERICAN LEADERSHIP ACADEMY

<b>FIGURE 2: ENROLLMENT BY GRADE LEVEL (Queen Creek)</b>			
<b>Grade</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
	Enrollment	Enrollment	Enrollment
Half KG	44	44	44
Full KG	44	44	44
1	100	120	120
2	100	120	120
3	100	120	120
4	100	120	120
5	100	120	120
6	100	120	120
<b>Total Enrollment</b>	<b>688</b>	<b>808</b>	<b>808</b>

### *Expansion Plan*

It is the intent of American Leadership Academy to open the proposed campuses in time for the 2017-18 school year. Figure 3, below, provides a simplified expansion plan, including the recruitment efforts required, for the addition of the proposed campuses. Each campus will need to complete the same core processes, so only one figure is included to avoid duplication.

<b>FIGURE 2: EXPANSION PLAN</b>			
<b>Action</b>	<b>Steps</b>	<b>Timeline</b>	<b>Responsible Party</b>
<b>1. Obtain Authorization for Expansion</b>			
	A. Complete Site Notification Request	Due March, 2016	Director of Compliance
	B. Complete Enrollment Cap Notification Request	Due March, 2016	Director of Compliance
	C. Attend ASBCS Board Meeting, verify approval	TBD	ASBCS Staff, ALA Staff
<b>2. Secure Adequate Educational Facilities</b>			
	A. Locate site for new campus	Complete Oct 1, 2016	ALA Executive Team
	B. Engage Developer & Lenders for design & construction of facility	Complete by Oct 1, 2016	ALA Executive Team
	C. Sign facility lease agreement	Complete by Nov 1, 2016	ALA Executive Team
	D. Design Facilities	September 2016 through December	ALA Executive Team & Developer

**AMERICAN LEADERSHIP**  
**ACADEMY**

		2016	
	E. Obtain facility funding	September 2016 through December 2016	ALA Executive Team & Developer
	F. Begin facility construction	January, 2017	Developer
	G. Complete Facility Construction	July 1, 2017	Developer
	H. Ensure "E" Occupancy and Fire Marshal Inspection.	July 1, 2017	ALA Executive Team & Developer
<b>3. Staffing</b>			
	A. Complete Staffing Plan for New Campuses.	Complete by October, 2016	ALA Executive Team
	B. Determine New Director for K-12 Campus	Complete by January, 2017	ALA Executive Team
	D. Begin Recruitment Drive for remaining administrators and instructional staff. (Post jobs on ALA website, ADE Board, and other employment boards.	January, 2017	ALA Executive Team
	E. Attend Hillsdale College Classical School Job Fair	February, 2017	Executive Director & Human Resources
	F. Finalize Assistant Director selection	March, 2017	ALA Executive Team
	G. Have booth at UT Statewide Teacher Fair, North	March, 2017	Executive Director & Human Resources
	H. Have booth at UT Statewide Teacher Fair, 2015	March, 2017	Executive Director & Human Resources
	I. Have booth at U of A Education Career Fair	April, 2017	Executive Director & Human Resources
	J. Have booth at Great AZ Teach-In Job Fair	April, 2017	Executive Director & Human Resources
	k. Attend ASU Job Fair	May, 2017	Executive Director & Human Resources

# AMERICAN LEADERSHIP ACADEMY

<b>4. Business &amp; Logistics</b>			
	Create Start-Up Budget	September, 2016	Business Manager & CFO
	Create 3-Year Budget	September, 2016	Business Manager & CFO
	Order Furniture, Fixtures, & Equipment	March, 2017	COO & CFO
	Order textbooks & Instructional Supplies	May, 2017	Curriculum Director & CFO
<b>5. Professional Development</b>			
	Create PD Plan for K-6 Curriculum	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for 7-12 Curriculum	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for policies & procedures	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for technology including SMS, Galileo Assessments, Google Apps for Ed, etc.	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for Director	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for Ast. Director	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for Office Staff	Finalize by January, 2017	Curriculum Director & CEO
	Create PD Plan for support personnel	Finalize by January, 2017	Curriculum Director & CEO
<b>6. Marketing &amp; Enrollment</b>			
	Launch new school site page on ALA Website	Oct, 2016	CIO
	In conjunction with third-party marketing team, create a marketing plan for enrollment drive	November – December, 2016	ALA Executive Team
	Launch new online enrollment portal	January, 2017	Business Manager
	Launch 2016 Enrollment Drive	March, 2017	ALA Executive Team

**AMERICAN LEADERSHIP**  
**ACADEMY**

	Execute marketing plan initiatives TBD	February – July, 2017	All Staff
--	--	-----------------------	-----------

***Organizational Capacity***

Growth presents many challenges to an organization. ALA is familiar with these challenges and has worked ardently to put an organizational structure in place capable of dealing with these challenges in a proactive manner. Our efforts include the hiring of several new key personnel. Since 2014, ALA has expanded its operational staff to include a new CEO, CFO, Title I Coordinator, an additional Executive Director, ELL Director, and more. Additionally, several new administrative FTEs have been added to monitor organizational compliance and Human Resource Management. These positions have been added to increase the operational capacity of the organization in anticipation of further growth.

In addition to the improvements in personnel already performed, ALA is currently in negotiations with additional potential hires that would bring significant added experience and recognition to the ALA administrative team. These applicants include school leadership professionals with nationally recognized academic programs. ALA will also hire an additional Executive Director to oversee the Gilbert K-12 Campus no later than January, 2017.

As always, ALA remains dedicated to educational excellence and was rated an “A” District by the Arizona Department of Education for 2014. Additionally, ALA was ranked as the 33<sup>rd</sup> top performing school district in the state, placing it within the top 6% of schools within the state. ALA maintains extensive professional development and evaluation programs aimed at improving teacher efficacy and student performance. These efforts are augmented by ongoing assessment and analysis to ensure necessary adjustments are made in a timely manner. District pacing maps have been created in conjunction with instructional staff and are evaluated on a weekly basis to ensure proper pacing to cover the required standards.

To help maintain focus on our core competencies, ALA has contracted with a third-party professional marketing firm to assist in the enrollment efforts necessary to fill the new campus. This ensures that enrollment goals are achieved without excessively detracting from the organizational capacity of existing ALA administrative staff. ALA is currently working with this firm to refine our marketing strategy, leverage digital marketing channels, and improve our more traditional marketing efforts.

## AMERICAN LEADERSHIP ACADEMY

ALA's annual growth has helped us refine the procedures and steps necessary to add additional campuses. Indeed, there are only a handful of schools in the State of Arizona that can claim to have the experience that we do with growth. From academics to zoning requirements, we have the experience and established relationships necessary to efficiently start up new schools.

Funding for the construction of the facility is the responsibility of ALA's facility developer from whom ALA will lease the facility. In conjunction with the development, design, and construction of the facility, the developer will also include the cost of some necessary start-up furniture, fixtures, and equipment as well as delay the commencement of facility payments until November, 2016 to provide the school the opportunity to use state funding received during the first months of school to offset start-up costs.

### ***Conclusion***

American Leadership Academy is requesting an enrollment cap increase to 11,000 students in conjunction with the request for an additional site. This expansion is necessary to meet stakeholder demand as well as the organization's long-term goals.

With the extensive experience dealing with growth and the added administrative capacity obtained over the last year, ALA is prepared for the challenges that growth provides.

\*A DSP was submitted and evaluated in 2014 and is therefore not appended to this document per Johanna Medina.

# AMERICAN LEADERSHIP ACADEMY

## **Enrollment Cap Increase, Facility Capacity**

Current ALA facilities cannot accommodate the extra 3500 students proposed in the enrollment cap increase. For this reason, two new sites with approximately 210,000 sf and 50,000 sf of E-occupancy space will be designed and built in the target market areas.

The anticipated building plans for each location have been uploaded both in the new site requests and are included below as well. Changes to the buildings and campus layout may take place as necessary to accommodate city demands and site specific challenges.

American Leadership Academy, Inc. will lease the American Leadership Academy, Higley facility from a third party developer who has a standing relationship with the school and has provided many of our existing facilities. The developer has demonstrated an ability to fund, design, and build high-quality educational facilities in a timely and cost effective manner.

American Leadership Academy, Inc. will pursue direct loans for the Gilbert K-12 Campus. Should the organization not be successful in obtaining the loans, a letter of intent from the same developer as the Higley campus has been secured to ensure the facility can be constructed.

Should the developer fail to fulfill their responsibilities a new developer will be secured.

**APPENDIX B**  
**ACADEMIC DASHBOARDS**

General Site Contact Inspections Grades Governing Body FY Data Site Visits Member Campuses Amendments

Academic Performance

## Academic Performance

[Edit this section.](#)

ALA Mesa

		2013 Traditional Elementary School (K to 6)			2014 Traditional Elementary School (K to 6)			
1. Growth		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	
1a. SGP	Math	53.5	75	12.5	48	50	12.5	
	Reading	42	50	12.5	44	50	12.5	
1b. SGP Bottom 25%	Math	70	100	12.5	45.5	50	12.5	
	Reading	53.5	75	12.5	37	50	12.5	
2. Proficiency		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	
2a. Percent Passing	Math	77.8 / 65.4	75	7.5	70.6 / 64.4	75	7.5	
	Reading	86.9 / 77.4	75	7.5	87.4 / 78.3	75	7.5	
2b. Composite School Comparison	Math	3.6	75	7.5	-4.1	50	7.5	
	Reading	1.1	75	7.5	0.7	75	7.5	
2c. Subgroup ELL	Math	NR	0	0	NR	0	0	
	Reading	NR	0	0	NR	0	0	
2c. Subgroup FRL	Math	78.6 / 56.1	75	7.5	82.6 / 54.1	100	3.75	
	Reading	82.1 / 69.9	75	7.5	87 / 69.9	75	3.75	
2c. Subgroup SPED	Math	NR	0	0	41.2 / 29.9	75	3.75	
	Reading	NR	0	0	58.8 / 38.9	75	3.75	
3. State Accountability		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	
3a. State Accountability		A	100	5	B	75	5	
Overall Rating		Overall Rating			Overall Rating			
Scoring for Overall Rating 89 or higher: Exceeds Standard <89, but > or = to 63: Meets Standard <63, but > or = to 39: Does Not Meet Standard Less than 39: Falls Far Below Standard		76.25			100	61.56		100

General Site Contact Inspections Grades Governing Body FY Data Site Visits Member Campuses Amendments

Academic Performance

## Academic Performance

[Edit this section.](#)

ALA QC Elem

		2013 Traditional Elementary School (K to 6)			2014 Traditional Elementary School (K to 6)			
1. Growth		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	
1a. SGP	Math	48	50	12.5	57	75	12.5	
	Reading	51	75	12.5	47	50	12.5	
1b. SGP Bottom 25%	Math	53.5	75	12.5	53	75	12.5	
	Reading	59.5	75	12.5	54	75	12.5	
2. Proficiency		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	
2a. Percent Passing	Math	78.9 / 65	75	7.5	80.5 / 63.4	75	7.5	
	Reading	91.1 / 77.8	100	7.5	90 / 78.5	100	7.5	
2b. Composite School Comparison	Math	3.4	75	7.5	6.7	75	7.5	
	Reading	4.3	75	7.5	2.9	75	7.5	
2c. Subgroup ELL	Math	NR	0	0	NR	0	0	
	Reading	NR	0	0	NR	0	0	
2c. Subgroup FRL	Math	56.7 / 55.8	75	3.75	70.5 / 53.7	75	3.75	
	Reading	80 / 69.9	75	3.75	86.9 / 71.1	75	3.75	
2c. Subgroup SPED	Math	61.5 / 28.1	75	3.75	46.2 / 25.9	75	3.75	
	Reading	73.1 / 38.5	75	3.75	74.4 / 38.7	75	3.75	
3. State Accountability		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	
3a. State Accountability		A	100	5	A	100	5	
Overall Rating		Overall Rating			Overall Rating			
Scoring for Overall Rating 89 or higher: Exceeds Standard <89, but > or = to 63: Meets Standard <63, but > or = to 39: Does Not Meet Standard Less than 39: Falls Far Below Standard		75			100	75		

General Site Contact Inspections Grades Governing Body FY Data Site Visits Member Campuses Amendments

Academic Performance

## Academic Performance

[Edit this section.](#)

ALA San Tan

		2012 Traditional Elementary School (K-8)			2013 Traditional Elementary School (K to 6)			2014 Traditional Elementary School (K to 6)		
1. Growth		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	Measure	Points Assigned	Weight
1a. SGP	Math	24.5	25	12.5	68	100	12.5	61	75	12.5
	Reading	40	50	12.5	65	75	12.5	49.5	50	12.5
1b. SGP Bottom 25%	Math	23	25	12.5	75	100	12.5	73.5	100	12.5
	Reading	40	50	12.5	59	75	12.5	60	75	12.5
2. Proficiency		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	Measure	Points Assigned	Weight
2a. Percent Passing	Math	57 / 64.3	50	7.5	70.9 / 64.8	75	7.5	74.7 / 63.9	75	7.5
	Reading	79 / 77.8	75	7.5	85.3 / 77.9	75	7.5	83.3 / 78.5	75	7.5
2b. Composite School Comparison	Math	-13.7	50	7.5	-0.3	50	7.5	7.1	75	7.5
	Reading	-4.2	50	7.5	0.3	75	7.5	1.4	75	7.5
2c. Subgroup ELL	Math	NR	0	0	NR	0	0	NR	0	0
	Reading	NR	0	0	NR	0	0	NR	0	0
2c. Subgroup FRL	Math	NR	0	0	67 / 55.7	75	3.75	76.3 / 53.5	75	3.75
	Reading	NR	0	0	80.6 / 70.3	75	3.75	80.7 / 70.7	75	3.75
2c. Subgroup SPED	Math	19 / 25.1	50	7.5	29.2 / 27.6	75	3.75	32.4 / 26.1	75	3.75
	Reading	38 / 36.8	75	7.5	52.9 / 38.4	75	3.75	48.6 / 38.8	75	3.75
3. State Accountability		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	Measure	Points Assigned	Weight
3a. State Accountability		C	50	5	A	100	5	A	100	5
Overall Rating		Overall Rating			Overall Rating			Overall Rating		
Scoring for Overall Rating 89 or higher: Exceeds Standard <89, but > or = to 63: Meets Standard <63, but > or = to 39: Does Not Meet Standard Less than 39: Falls Far Below Standard		47.5			80.62			76.25		
		100			100			100		

General Site Contact Inspections Grades Governing Body FY Data Site Visits Member Campuses Amendments

Academic Performance

## Academic Performance

[Edit this section.](#)

### American Leadership Academy

		2012 Traditional Elementary School (K-8)			2013 Traditional Elementary School (K to 8)			2014 Traditional Elementary School (K to 8)		
1. Growth		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	Measure	Points Assigned	Weight
1a. SGP	Math	35	50	12.5	58	75	12.5	69	100	12.5
	Reading	46	50	12.5	53	75	12.5	58	75	12.5
1b. SGP Bottom 25%	Math	29	25	12.5	57	75	12.5	69	100	12.5
	Reading	51	75	12.5	46	50	12.5	62	75	12.5
2. Proficiency		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	Measure	Points Assigned	Weight
2a. Percent Passing	Math	63 / 64.2	50	7.5	77.5 / 64.9	75	7.5	81.8 / 64	75	7.5
	Reading	85 / 77.4	75	7.5	87 / 78.2	75	7.5	87.4 / 78.6	75	7.5
2b. Composite School Comparison	Math	-7.6	50	7.5	1.3	75	7.5	6.9	75	7.5
	Reading	2.1	75	7.5	-0.9	50	7.5	-0.2	50	7.5
2c. Subgroup ELL	Math	NR	0	0	NR	0	0	NR	0	0
	Reading	NR	0	0	NR	0	0	NR	0	0
2c. Subgroup FRL	Math	NR	0	0	66.7 / 55.7	75	3.75	82.1 / 54.6	75	3.75
	Reading	NR	0	0	81.5 / 70.6	75	3.75	78.6 / 70.2	75	3.75
2c. Subgroup SPED	Math	43 / 23.9	75	7.5	34.6 / 24.3	75	3.75	42.9 / 24.7	75	3.75
	Reading	67 / 36.6	75	7.5	38.5 / 36.4	75	3.75	50 / 39.5	75	3.75
3. State Accountability		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	Measure	Points Assigned	Weight
3a. State Accountability		C	50	5	A	100	5	A	100	5
Overall Rating		Overall Rating			Overall Rating			Overall Rating		
Scoring for Overall Rating 89 or higher: Exceeds Standard <89, but > or = to 63: Meets Standard <63, but > or = to 39: Does Not Meet Standard Less than 39: Falls Far Below Standard		57.5			71.25			80.62		
		100			100			100		

# American Leadership Academy - Queen Creek CTDS: 07-87-25-002 | Entity ID: 90769

General | Site Contact | Inspections | Grades | Governing Body | FY Data | Site Visits | Member Campuses | Amendments

Academic Performance

## Academic Performance

[Edit this section.](#)

### American Leadership Academy - Queen Creek

		2012 Traditional High School (9 to 12)			2013 Traditional K-12 School (7 to 12)			2014 Traditional K-12 School (7 to 12)				
1. Growth		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	Measure	Points Assigned	Weight		
1a. SGP	Math	52	75	15	43	50	10	43.5	50	10		
	Reading	62	75	15	39	50	10	46	50	10		
1b. SGP Bottom 25%	Math	NR	0	0	41.5	50	10	47	50	10		
	Reading	NR	0	0	33.5	25	10	45	50	10		
2. Proficiency		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	Measure	Points Assigned	Weight		
2a. Percent Passing	Math	58 / 55.7	75	13.75	61.9 / 60.6	75	7.5	66.9 / 61.9	75	7.5		
	Reading	89 / 75.7	75	13.75	82.1 / 79.4	75	7.5	86.2 / 80	75	7.5		
2b. Composite School Comparison	Math	-2	50	11.25	-5.9	50	5	-4.8	50	5		
	Reading	8.6	75	11.25	-2.6	50	5	-1.2	50	5		
2c. Subgroup ELL	Math	NR	0	0	NR	0	0	NR	0	0		
	Reading	NR	0	0	NR	0	0	NR	0	0		
2c. Subgroup FRL	Math	NR	0	0	68.8 / 50.4	75	3.75	62.5 / 51.8	75	3.75		
	Reading	NR	0	0	81 / 71.5	75	3.75	84.8 / 74.7	75	3.75		
2c. Subgroup SPED	Math	NR	0	0	21.2 / 15.1	75	3.75	26.7 / 15.3	75	3.75		
	Reading	NR	0	0	42 / 37.2	75	3.75	51.8 / 36.6	75	3.75		
3. State Accountability		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	Measure	Points Assigned	Weight		
3a. State Accountability		B	75	5	C	50	5	B	75	5		
4. Graduation		Measure	Points Assigned	Weight	Measure	Points Assigned	Weight	Measure	Points Assigned	Weight		
4a. Graduation		79	75	15	79	75	15	86	100	15		
Overall Rating		Overall Rating			Overall Rating			Overall Rating				
Scoring for Overall Rating 89 or higher: Exceeds Standard <89, but > or = to 63: Meets Standard <63, but > or = to 39: Does Not Meet Standard Less than 39: Falls Far Below Standard		72.19			100	58.75			100	66.25		100

**APPENDIX C**  
**DATA SUBMISSION SPREADSHEET**

Student Median Growth Percentile

		<u>Number</u> <u>of</u> <u>Students</u> <u>Meeting</u> <u>Expected</u> <u>Growth</u> <u>Target</u>	<u>Total</u> <u>Number</u> <u>of</u> <u>Students</u>	<u>% of</u> <u>Students</u> <u>Meeting</u> <u>the</u> <u>Growth</u> <u>Target</u>
<i>Math</i>	<b>Baseline</b>	105	390	27%
	<b>Mid-Point/ Semester</b>	132	391	34%
	<b>Post-Test/ End of Year</b>	210	389	54%
<i>Reading</i>	<b>Baseline</b>	129	390	33%
	<b>Mid-Point/ Semester</b>	142	391	36%
	<b>Post-Test/ End of Year</b>	166	389	43%

*Math Change S1*                      6.84%

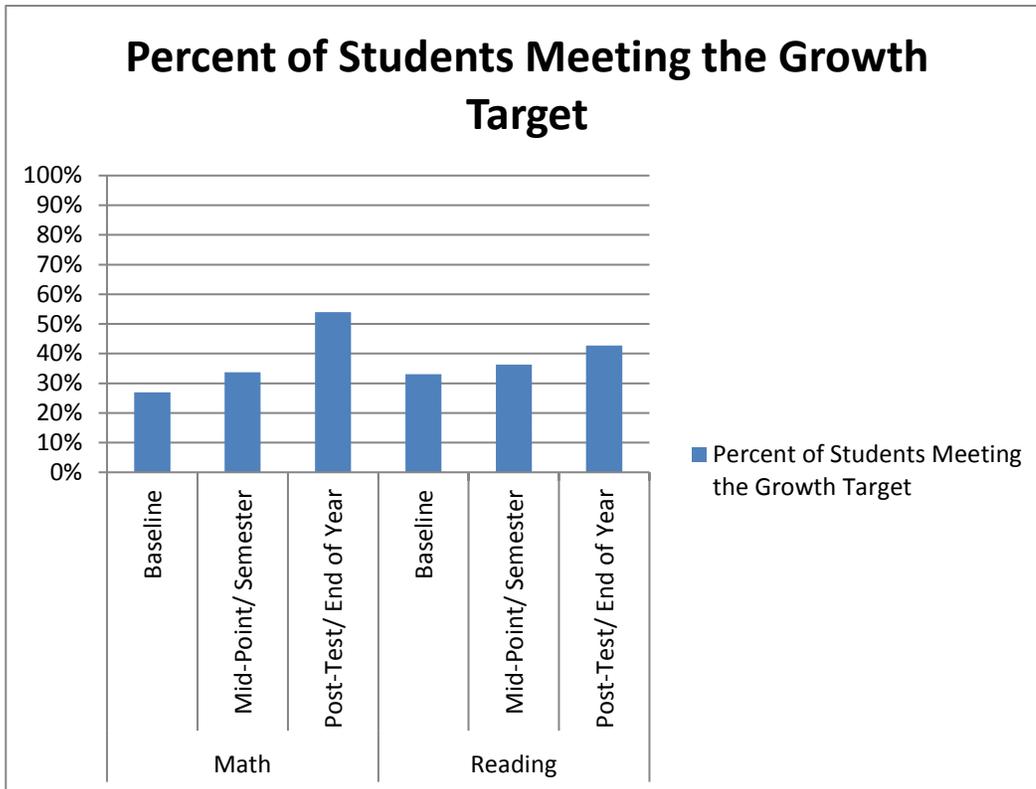
*Math Change S2*                      20.22%

*Reading Change*

*S1*    3.24%

*Reading Change*

*S2*    6.36%



## Student Median Growth Percentile

		<u>Number</u> <u>of</u> <u>Students</u> <u>Meeting</u> <u>Expected</u> <u>Growth</u> <u>Target</u>	<u>Total</u> <u>Number</u> <u>of</u> <u>Students</u>	<u>% of</u> <u>Students</u> <u>Meeting</u> <u>the</u> <u>Growth</u> <u>Target</u>
<i>Math</i>	Baseline	254	407	62%
	Mid-Point/ Semester	230	402	57%
	Post-Test/ End of Year			#DIV/0!
<i>Reading</i>	Baseline	228	407	56%
	Mid-Point/ Semester	229	402	57%
	Post-Test/ End of Year			#DIV/0!

*Math Change S1*                    -5.19%

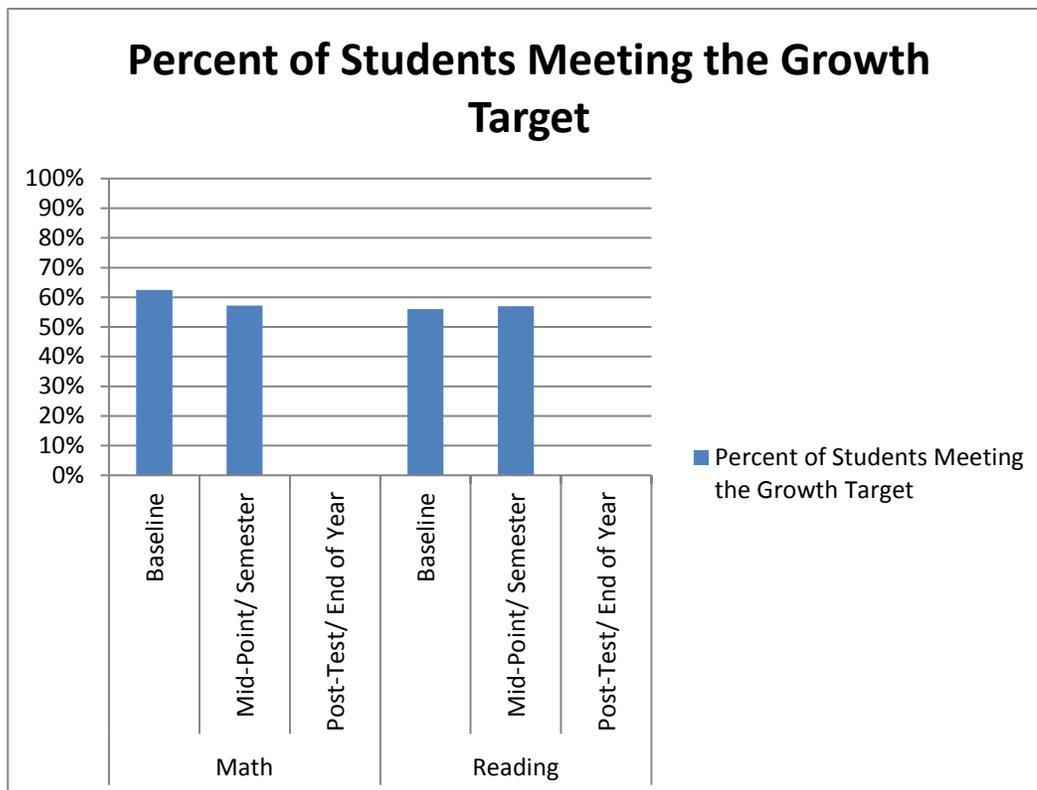
*Math Change S2*                    #DIV/0!

*Reading Change*

*S1*                                    0.95%

*Reading Change*

*S2*                                    #DIV/0!



Student Median Growth Percentile  
Bottom 25%

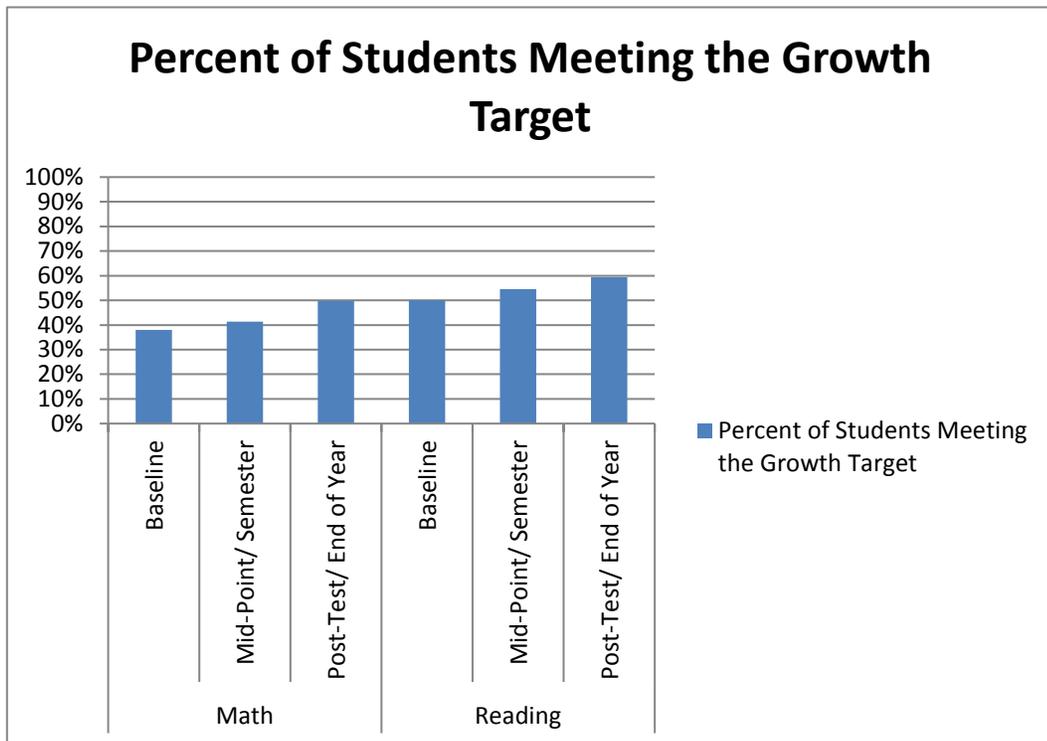
		<u>Number</u> <u>of</u> <u>Students</u> <u>Meeting</u> <u>Expected</u> <u>Growth</u> <u>Target</u>	<u>Total</u> <u>Number</u> <u>of</u> <u>Students</u>	<u>% of</u> <u>Students</u> <u>Meeting</u> <u>the</u> <u>Growth</u> <u>Target</u>
<i>Math</i>	<b>Baseline</b>	63	166	38%
	<b>Mid-Point/ Semester</b>	69	167	41%
	<b>Post-Test/ End of Year</b>	82	165	50%
<i>Reading</i>	<b>Baseline</b>	83	166	50%
	<b>Mid-Point/ Semester</b>	91	167	54%
	<b>Post-Test/ End of Year</b>	98	165	59%

*Math Change S1*                      3.37%

*Math Change S2*                      8.38%

*Reading Change S1*                      4.49%

*Reading Change S2*                      4.90%



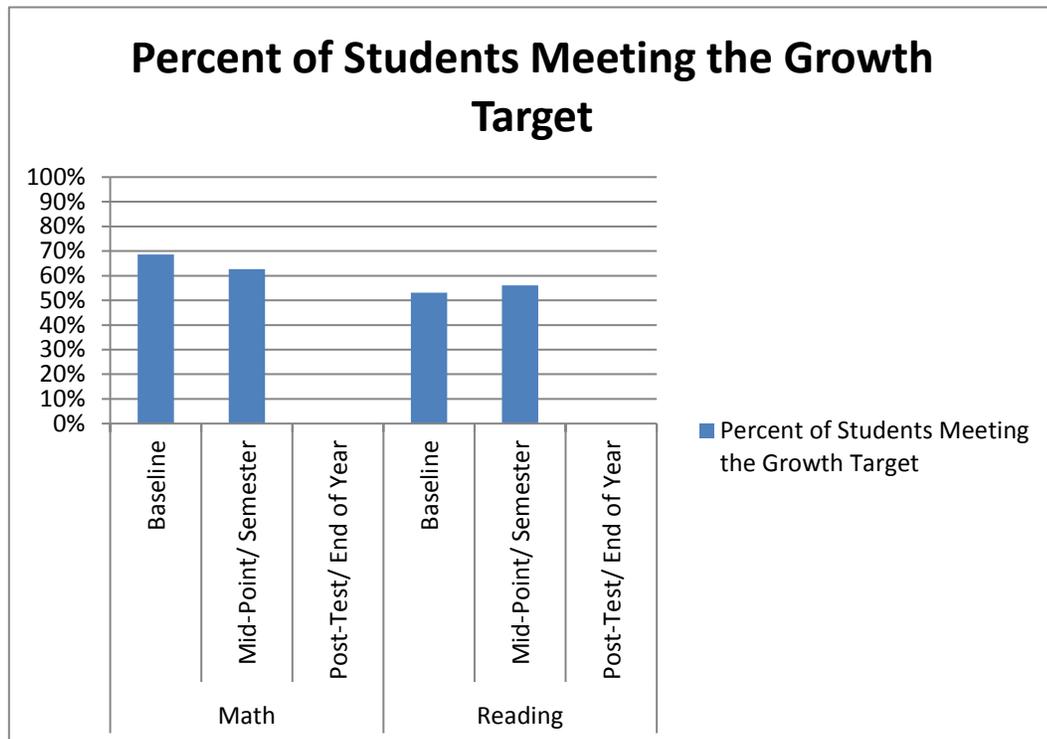
Student Median Growth Percentile  
Bottom 25%

		<u>Number</u> <u>of</u> <u>Students</u> <u>Meeting</u> <u>Expected</u> <u>Growth</u> <u>Target</u>	<u>Total</u> <u>Number</u> <u>of</u> <u>Students</u>	<u>% of</u> <u>Students</u> <u>Meeting</u> <u>the</u> <u>Growth</u> <u>Target</u>
<i>Math</i>	Baseline	142	207	69%
	Mid-Point/ Semester	129	206	63%
	Post-Test/ End of Year			#DIV/0!
<i>Reading</i>	Baseline	110	207	53%
	Mid-Point/ Semester	116	207	56%
	Post-Test/ End of Year			#DIV/0!

*Math Change S1*                    -5.98%  
*Math Change S2*                    #DIV/0!

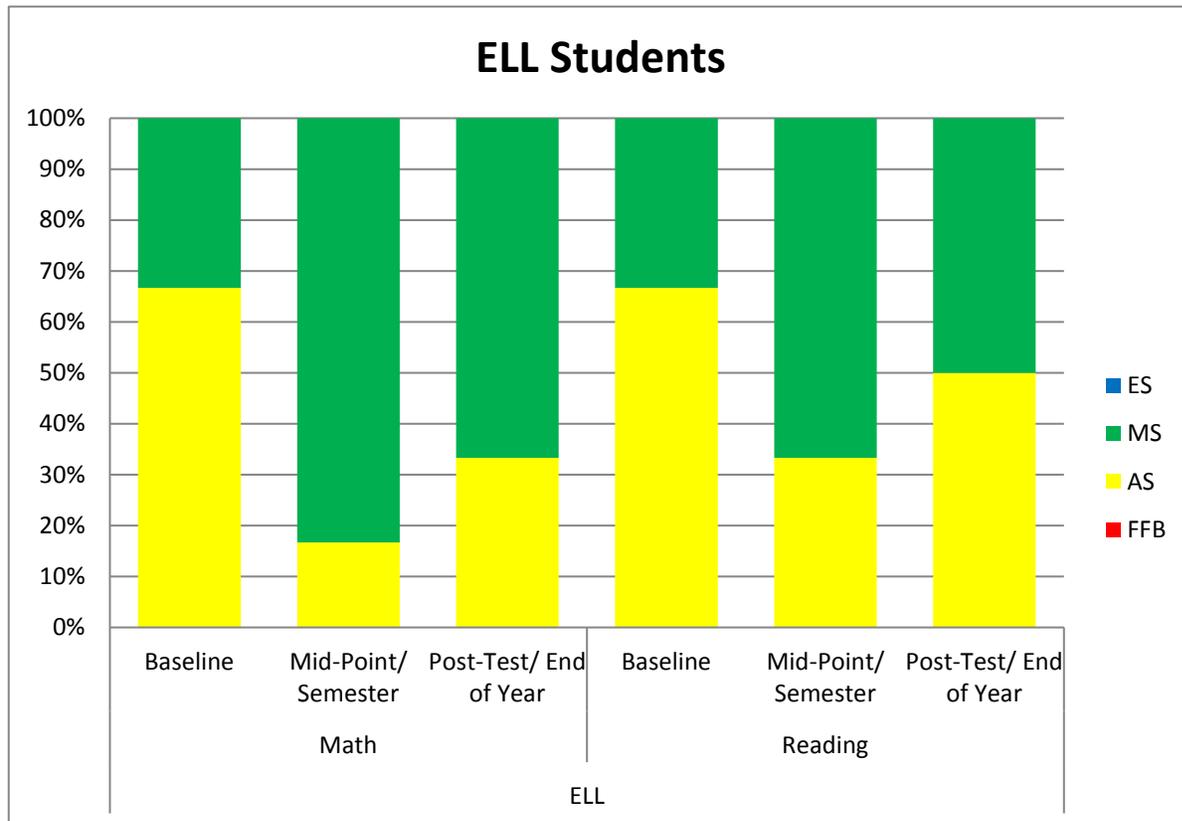
*Reading Change S1*                2.90%

*Reading Change S2*                #DIV/0!



### ELL Students' Math and Reading Proficiency

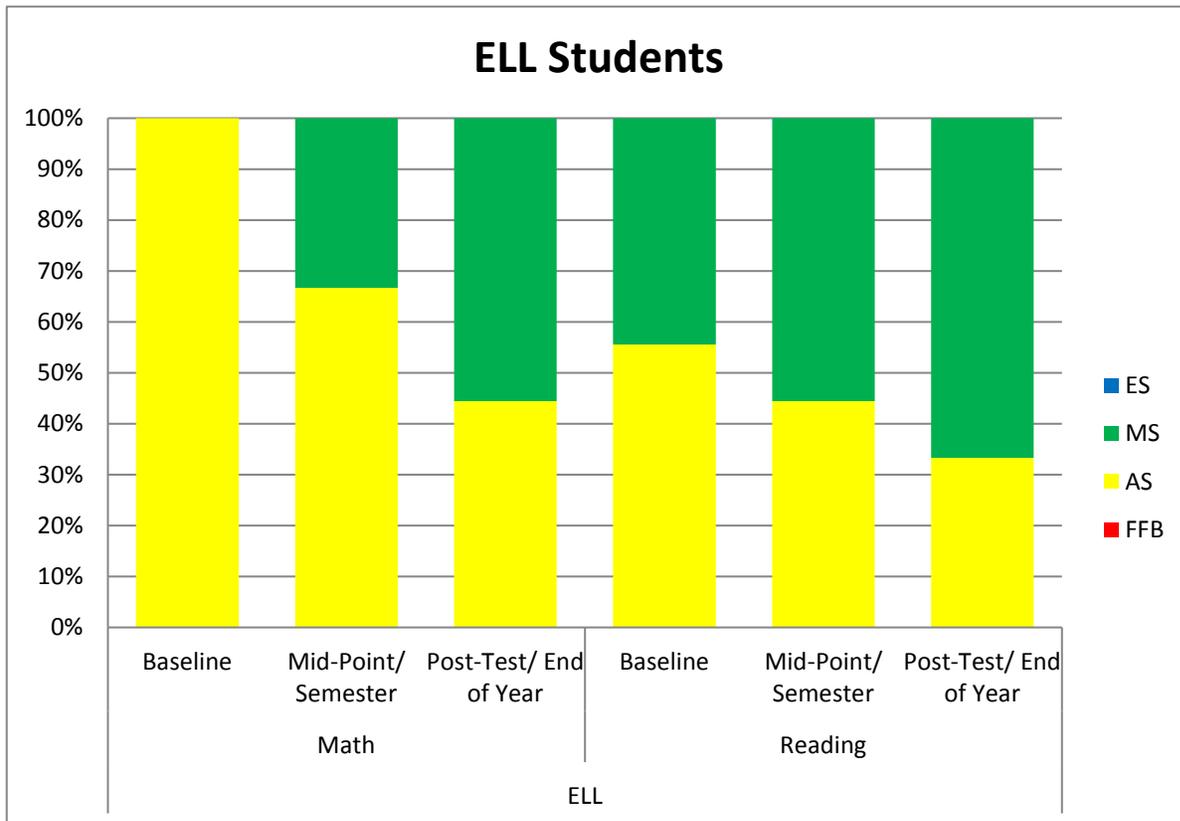
ELL		<u>FFB</u>	<u>AS</u>	<u>MS</u>	<u>ES</u>	<u>Total</u>	<u>% Passing</u>
Math	Baseline		4	2		6	33%
	Mid-Point/ Semester		1	5		6	83%
	Post-Test/ End of Year		2	4		6	67%
Reading	Baseline		4	2		6	33%
	Mid-Point/ Semester		2	4		6	67%
	Post-Test/ End of Year		3	3		6	50%
<i>Math % Passing</i>							
<i>Change-S1</i>		50%					
<i>Math % Passing</i>							
<i>Change-S2</i>		-17%					
<i>Reading % Passing</i>							
<i>Change-S1</i>		33%					
<i>Reading % Passing</i>							
<i>Change-S2</i>		-17%					



### ELL Students' Math and Reading Proficiency

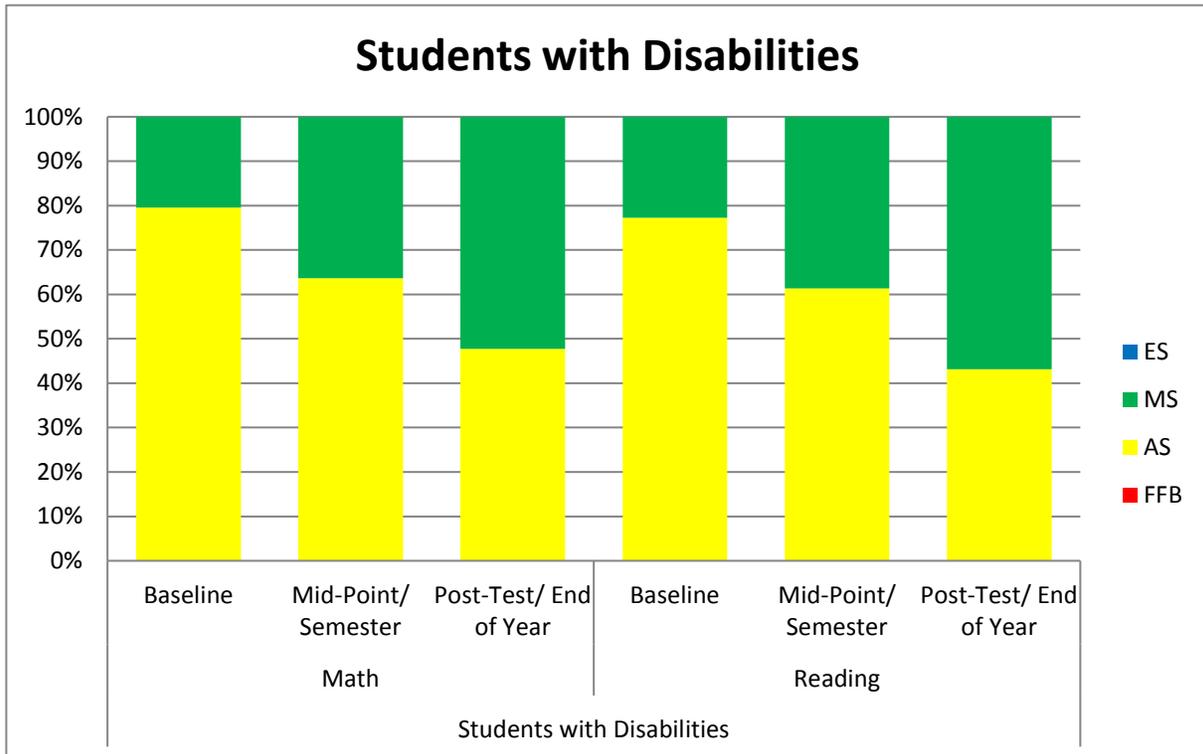
ELL		<u>FFB</u>	<u>AS</u>	<u>MS</u>	<u>ES</u>	<u>Total</u>	<u>% Passing</u>
Math	Baseline		9	0		9	0%
	Mid-Point/ Semester		6	3		9	33%
	Post-Test/ End of Year		4	5		9	56%
Reading	Baseline		5	4		9	44%
	Mid-Point/ Semester		4	5		9	56%
	Post-Test/ End of Year		3	6		9	67%

*Math % Passing*  
 Change-S1      33%  
*Math % Passing*  
 Change-S2      22%  
*Reading % Passing*  
 Change-S1      11%  
*Reading % Passing*  
 Change-S2      11%



Students with Disabilities' Math and Reading Proficiency

		<u>FFB</u>	<u>AS</u>	<u>MS</u>	<u>ES</u>	<u>Total</u>	<u>% Passing</u>
Students with Disabilities	<i>Math</i>	<b>Baseline</b>		35	9	44	20%
		<b>Mid-Point/ Semester</b>		28	16	44	36%
		<b>Post-Test/ End of Year</b>		21	23	44	52%
	<i>Reading</i>	<b>Baseline</b>		34	10	44	23%
		<b>Mid-Point/ Semester</b>		27	17	44	39%
		<b>Post-Test/ End of Year</b>		19	25	44	57%
<i>Math % Passing</i>							
<i>Change-S1</i>		16%					
<i>Math % Passing</i>							
<i>Change-S2</i>		16%					
<i>Reading % Passing</i>							
<i>Change-S1</i>		16%					
<i>Reading % Passing</i>							
<i>Change-S2</i>		18%					



Students with Disabilities' Math and Reading Proficiency

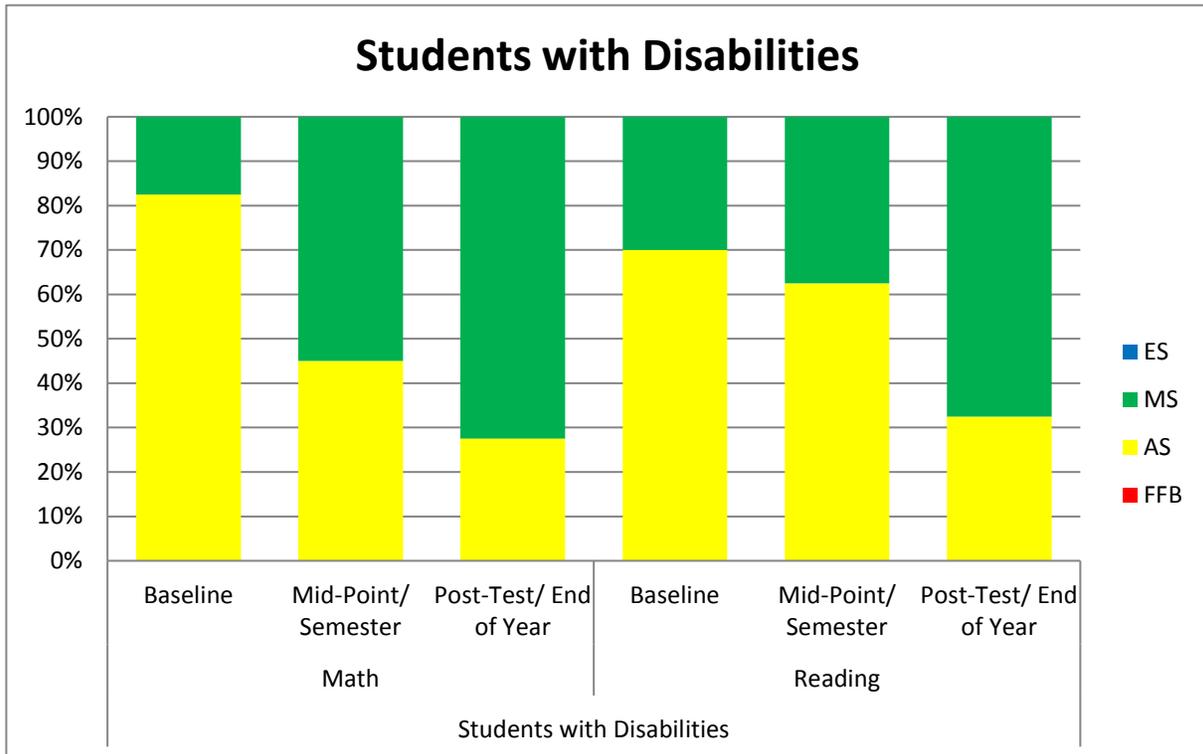
		<u>FFB</u>	<u>AS</u>	<u>MS</u>	<u>ES</u>	<u>Total</u>	<u>% Passing</u>
Students with Disabilities	<i>Math</i>	<b>Baseline</b>		33	7	40	18%
		<b>Mid-Point/ Semester</b>		18	22	40	55%
		<b>Post-Test/ End of Year</b>		11	29	40	73%
	<i>Reading</i>	<b>Baseline</b>	28	12	40	30%	
		<b>Mid-Point/ Semester</b>	25	15	40	38%	
		<b>Post-Test/ End of Year</b>	13	27	40	68%	

*Math % Passing  
Change-S1* 38%

*Math % Passing  
Change-S2* 18%

*Reading % Passing  
Change-S1* 8%

*Reading % Passing  
Change-S2* 30%



**APPENDIX D**  
**DATA INVENTORY**



## Data Inventory

Charter Holder Name: American Leadership Academy, Inc.  
 School Name: ALA Mesa  
 Evaluation Date: May 26, 2016

Required for: Expansion - New School Site and ECAP  
 Evaluation Criteria Area: Data

Document Name/Identification	Intended Purpose and Discussion Outcome			
[D.1]	<p><b>Charter Holder indicated the intended purpose of the document was to demonstrate:</b> improved academic performance in Student Median Growth Percentile (SGP)—Math</p> <p><b>The documents provided demonstrate evidence of improved academic performance in Student Median Growth Percentile (SGP)—Math.</b></p> <p>In FY 2015, 132 out of 391 students (34%) met expected growth in the area of Math. In FY 2016, 229 out of 400 students (57%) met expected growth in the area of Math. This is an increase of 23%.</p> <p><b>Final Evaluation:</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;"> <input checked="" type="checkbox"/> Data presented serve as evidence of improved academic performance, and thus is evaluated as sufficient.         </td> <td style="width: 50%; padding: 5px;"> <input type="checkbox"/> Data presented does not serve as evidence of improved academic performance, and thus is evaluated as insufficient.         </td> </tr> </table>		<input checked="" type="checkbox"/> Data presented serve as evidence of improved academic performance, and thus is evaluated as sufficient.	<input type="checkbox"/> Data presented does not serve as evidence of improved academic performance, and thus is evaluated as insufficient.
<input checked="" type="checkbox"/> Data presented serve as evidence of improved academic performance, and thus is evaluated as sufficient.	<input type="checkbox"/> Data presented does not serve as evidence of improved academic performance, and thus is evaluated as insufficient.			
[D.2]	<p><b>Charter Holder indicated the intended purpose of the document was to demonstrate:</b> improved academic performance in Student Median Growth Percentile (SGP)—Reading</p> <p><b>The documents provided demonstrate evidence of improved academic performance in Student Median Growth Percentile (SGP)—Reading.</b></p> <p>In FY 2015, 142 out of 390 students (36%) met expected growth in the area of Reading. In FY 2016, 228 out of 401 students (57%) met expected growth in the area of Reading. This is an increase of 21%.</p> <p><b>Final Evaluation:</b></p>			

	<input checked="" type="checkbox"/> Data presented serve as evidence of improved academic performance, and thus is evaluated as sufficient.	<input type="checkbox"/> Data presented does not serve as evidence of improved academic performance, and thus is evaluated as insufficient.
<b>[D.3]</b>	<p><b>Charter Holder indicated the intended purpose of the document was to demonstrate:</b> improved academic performance in Student Median Growth Percentile (SGP) bottom 25%—Math</p> <p><b>The documents provided demonstrate evidence of improved academic performance in Student Median Growth Percentile (SGP) bottom 25%—Math.</b></p> <p>In FY 2015, 69 out of 167 students (41%) met expected growth in the area of Math. In FY 2016, 129 out of 206 students (63%) met expected growth in the area of Math. This is an increase of 22%.</p> <p><b>Final Evaluation:</b></p>	
	<input checked="" type="checkbox"/> Data presented serve as evidence of improved academic performance, and thus is evaluated as sufficient.	<input type="checkbox"/> Data presented does not serve as evidence of improved academic performance, and thus is evaluated as insufficient.
<b>[D.4]</b>	<p><b>Charter Holder indicated the intended purpose of the document was to demonstrate:</b> improved academic performance in Student Median Growth Percentile (SGP) bottom 25%—Reading</p> <p><b>The documents provided demonstrate evidence of improved academic performance in Student Median Growth Percentile (SGP) bottom 25%—Reading.</b></p> <p>In FY 2015, 91 out of 167 students (54%) met expected growth in the area of Reading. In FY 2016, 117 out of 206 students (57%) met expected growth in the area of Reading. This is an increase of 3%.</p> <p><b>Final Evaluation:</b></p>	



	<input checked="" type="checkbox"/> Data presented serve as evidence of improved academic performance, and thus is evaluated as sufficient.	<input type="checkbox"/> Data presented does not serve as evidence of improved academic performance, and thus is evaluated as insufficient.
<b>[D.5]</b>	<p><b>Charter Holder indicated the intended purpose of the document was to demonstrate:</b> improved academic performance in Percent Passing—Math</p> <p>The Charter Holder was not required to submit data, as it met the Board’s Academic Performance expectation in the two most recent fiscal years in which state assessment data is available for this measure.</p> <p><b>Final Evaluation:</b></p>	
<b>[D.6]</b>	<input type="checkbox"/> Data presented serve as evidence of improved academic performance, and thus is evaluated as sufficient.	<input type="checkbox"/> Data presented does not serve as evidence of improved academic performance, and thus is evaluated as insufficient.

<p><b>[D.7]</b></p>	<p><b>Charter Holder indicated the intended purpose of the document was to demonstrate:</b> improved academic performance in Percent Passing Subgroup, ELL—Math</p> <p><b>The documents provided DO NOT demonstrate evidence of improved academic performance in Percent Passing Subgroup, ELL—Math.</b></p> <p>In FY 2015, 4 out of 6 students (67%) demonstrated proficiency in the area of Math. IN FY 2016, 5 out of 9 students demonstrated proficiency (56%) in the area of Math. This is a decrease of 11%.</p> <p><b>Final Evaluation:</b></p>	
<p><b>[D.8]</b></p>	<p><b>Charter Holder indicated the intended purpose of the document was to demonstrate:</b> improved academic performance in Percent Passing Subgroup, ELL – Reading</p> <p><b>The documents provided demonstrate evidence of improved academic performance in Percent Passing Subgroup, ELL—Reading.</b></p> <p>In FY 2015, 3 out of 6 students (50%) demonstrated proficiency in the area of Reading. IN FY 2016, 9 out of 14 students demonstrated proficiency (64%) in the area of Reading. This is an increase of 14%.</p> <p><b>Final Evaluation:</b></p>	
<p><b>[D.9]</b></p>	<p><b>Charter Holder indicated the intended purpose of the document was to demonstrate:</b> improved academic performance in Percent Passing Subgroup, FRL—Math</p> <p>The Charter Holder was not required to submit data, as it met the Board’s Academic Performance expectation in the two most recent fiscal years in which state assessment data is available for this measure.</p> <p><b>Final Evaluation:</b></p>	
<p><input type="checkbox"/> Data presented serve as evidence of improved academic performance, and thus is evaluated as sufficient.</p>	<p><input checked="" type="checkbox"/> Data presented does not serve as evidence of improved academic performance, and thus is evaluated as insufficient.</p>	
<p><input checked="" type="checkbox"/> Data presented serve as evidence of improved academic performance, and thus is evaluated as sufficient.</p>	<p><input type="checkbox"/> Data presented does not serve as evidence of improved academic performance, and thus is evaluated as insufficient.</p>	
<p><input type="checkbox"/> Data presented serve as evidence of improved academic performance, and thus is evaluated as sufficient.</p>	<p><input type="checkbox"/> Data presented does not serve as evidence of improved academic performance, and thus is evaluated as insufficient.</p>	



<p><b>[D.10]</b></p>	<p><b>Charter Holder indicated the intended purpose of the document was to demonstrate:</b> improved academic performance in Percent Passing Subgroup, FRL—Reading</p> <p>The Charter Holder was not required to submit data, as it met the Board’s Academic Performance expectation in the two most recent fiscal years in which state assessment data is available for this measure.</p> <p><b>Final Evaluation:</b></p>	
	<p><input type="checkbox"/> Data presented serve as evidence of improved academic performance, and thus is evaluated as sufficient.</p>	<p><input type="checkbox"/> Data presented does not serve as evidence of improved academic performance, and thus is evaluated as insufficient.</p>
<p><b>[D.11]</b></p>	<p><b>Charter Holder indicated the intended purpose of the document was to demonstrate:</b> improved academic performance in Percent Passing Subgroup, Students with disabilities—Math</p> <p><b>The documents provided demonstrate evidence of improved academic performance in Percent Passing Subgroup, Students with disabilities—Math.</b></p> <p>In FY 2015, 16 out of 44 students (36%) demonstrated proficiency in the area of Math. In FY 2016, 22 out of 41 students demonstrated proficiency (54%) in the area of Math. This is an increase of 18%.</p> <p><b>Final Evaluation:</b></p>	
	<p><input checked="" type="checkbox"/> Data presented serve as evidence of improved academic performance, and thus is evaluated as sufficient.</p>	<p><input type="checkbox"/> Data presented does not serve as evidence of improved academic performance, and thus is evaluated as insufficient.</p>
<p><b>[D.12]</b></p>	<p><b>Charter Holder indicated the intended purpose of the document was to demonstrate:</b> improved academic performance in Percent Passing Subgroup, Students with disabilities—Reading</p> <p><b>The documents provided demonstrate evidence of improved academic performance in Percent Passing Subgroup, Students with disabilities – Reading.</b></p> <p>In FY 2015, 17 out of 44 students (39%) demonstrated proficiency in the area of Reading. In FY 2016, 23 out of 36 students demonstrated proficiency (64%) in the area of Reading. This is an increase of 25%.</p> <p><b>Final Evaluation:</b></p>	
	<p><input checked="" type="checkbox"/> Data presented serve as evidence of improved academic performance, and thus is evaluated as sufficient.</p>	<p><input type="checkbox"/> Data presented does not serve as evidence of improved academic performance, and thus is evaluated as insufficient.</p>

**APPENDIX E**  
**FINAL EVALUATION—DATA**



**DEMONSTRATION OF SUFFICIENT PROGRESS  
DATA EVALUATION**

**CHARTER INFORMATION**

<b>Charter Holder Name</b>	American Leadership Academy, Schools Inc.	<b>ALA Mesa</b>
<b>Charter Holder Entity ID</b>	4348	<b>Dashboard Year</b> FY14
<b>Submission Date</b>	February 22, 2016	<b>Purpose of Data Submission</b> Expansion Request
<b>Evaluation Date</b>	May 26, 2016	

**AREA I: DATA**

<b>DATA TABLE 2</b>			
<b>Assessment Measure</b>	<b>Data Required</b>	<b>Comparative Data Provided</b>	<b>Data Shows Improvement</b>
1a. Student Median Growth Percentile (SGP) – Math	Yes	Yes	Yes
1a. Student Median Growth Percentile (SGP) – Reading	Yes	Yes	Yes
1b. SGP Bottom 25% – Math	Yes	Yes	Yes
1b. SGP Bottom 25% – Reading	Yes	Yes	Yes
2a. Percent Passing – Math	No	Not applicable	Not applicable
2a. Percent Passing – Reading	No	Not applicable	Not applicable
2b/c. Subgroup, ELL – Math	Yes	Yes	No
2b/c. Subgroup, ELL – Reading	Yes	Yes	Yes
2b/c. Subgroup, FRL – Math	No	Not applicable	Not applicable
2b/c. Subgroup, FRL – Reading	No	Not applicable	Not applicable
2b/c. Subgroup, students with disabilities – Math	Yes	Yes	Yes
2b/c. Subgroup, students with disabilities – Reading	Yes	Yes	Yes

### DATA OVERALL RATING

**MEETS** – The Charter Holder has, for each required measure, provided data and analysis generated from valid and reliable assessment sources that demonstrates comparative improvement year-over-year for at least the two most recent school years.

**DOES NOT MEET** – The Charter Holder has, for each required measure, provided data and analysis generated from valid and reliable assessment sources that demonstrates comparative improvement year-over-year for at least the two most recent school years for some required measures and maintained performance for others.

**FALLS FAR BELOW** – The Charter Holder failed to provide data and analysis generated from valid and reliable assessment sources AND/OR sufficient comparative data and analysis for one or more required measures and/or has provided data that demonstrates comparatively declining academic performance year-over-year for the two most recent school years for one or more of the required measures.