Operational Plan B1 Applicant Entity

The Articles of Organization for Phoenix Collegiate Academy, LLC, were filed with the Arizona Corporation Commission on May 7, 2014. The Articles (attached in this section) identify Phoenix Collegiate Academy, Inc. as the sole member and manager. Thus, the Principals and bylaws of PCA, Inc. flow through to and govern PCA Elementary. Those documents are included in this section. Consistent with the bylaws of PCA, Inc., this group has approved a resolution of intent to apply for a charter to and manage the new organization, Phoenix Collegiate Academy Elementary, LLC.

Applicant History

While the applicant has little history, it is closely tied to the CMO, Phoenix Collegiate Academy, Inc., a non-profit corporation registered with the Arizona Corporation Commission on October 23, 2007. On December 21, 2007 the official publication of the articles of incorporation occurred in the Arizona Capitol Times. The Federal EIN number for the organization is 90-0364347 and was obtained on March 3, 2008. The 501c3 status was officially granted on June 2, 2008. All supporting documents are attached including the relevant required exhibits: Phoenix Collegiate Academy, Inc. Bylaws, Articles of Incorporation and amendments, recent Annual Report, and documentation of director or officer changes.

In January of 2009, Phoenix Collegiate Academy Charter, Inc. was awarded a charter from the Arizona State Board for Charter Schools. The original charter was to serve 6th-12th grade students by preparing them to succeed in college and be leaders in the community. That charter was amended to add 5th grade in 2011, and is currently under Substantive Review with the Charter Board for an addition of 4th grade. It has become clear to the Corporate Board of Phoenix Collegiate Academy that serving students at a younger age is crucial to the success of our mission, and therefore the attached resolution of intent to apply shows that the Corporate Board of PCA has decided to expand the population it serves to include K-4 at Phoenix Collegiate Academy Elementary.

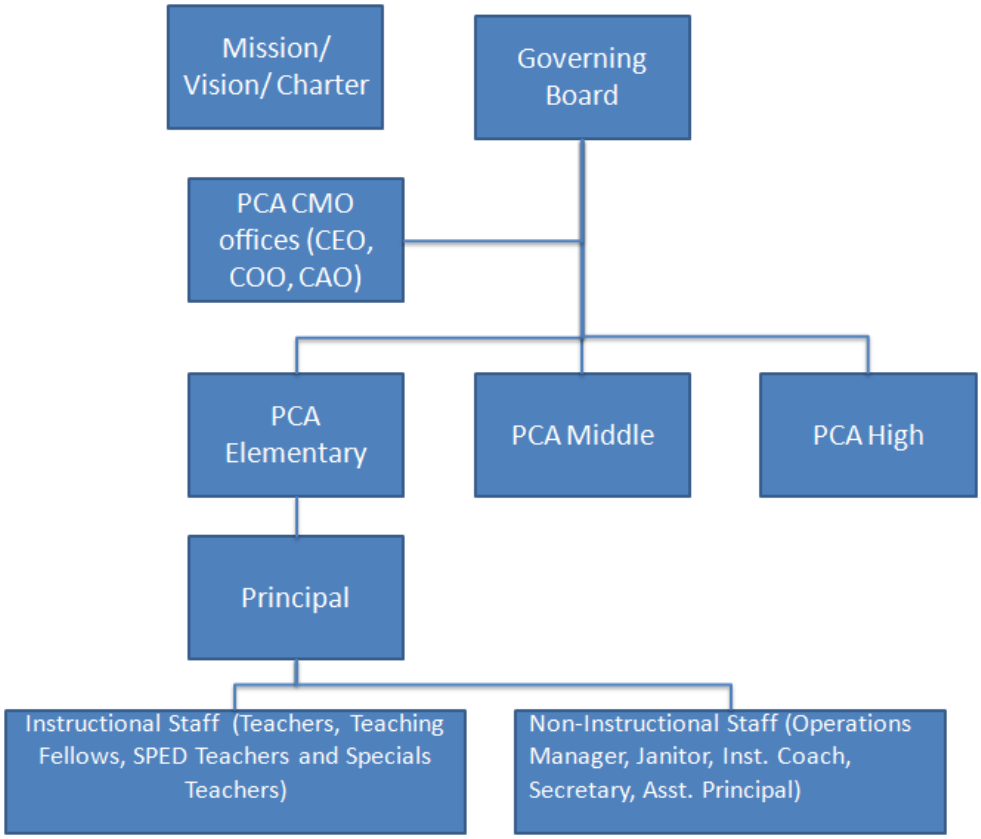
Phoenix Collegiate Academy, Inc. was founded with the support of Building Excellent Schools, a national program dedicated to training the founders of high-performing charter schools. As such, the Founding Corporate Board of Phoenix Collegiate Academy received Building Excellent Schools board training, which consisted of an extensive retreat and multiple trainings on best governance practices. Since then, the Corporate Board has maintained professional development opportunities though Building Excellent Schools, the Arizona Charter Schools Association and recently in working with The High Bar.

PCA has operated an Arizona charter middle school and high school, under one charter, for 5 years that serves disadvantaged students living in the South Mountain community. Its academic and operational successes have led supporters to encourage its expansion. PCA was one of 3 schools nationally to be selected for Walton Family Foundation expansion funding through the Inflexion Fund for slow-growth of successful charter schools in low-income communities.

At Phoenix Collegiate Academy, we believe a well-structured effort cannot succeed without strong and effective leadership at all levels. Therefore, we have recruited and continue to recruit accomplished professionals, whose wide range of experiences in managing and governing for-profit and not-for-profit organizations contribute clarity to the vision and mission, and evidence their collective ability to oversee the successful start-up and governance of high-performing charter schools. The Corporate Board has reviewed, contributed to, and supported this charter application and all elements of the school design. Board members were recruited by founder Rachel Yanof or current board members and were selected after a comprehensive process. They were evaluated on the criteria of skills/expertise, teamwork, available time and energy, and philosophical alignment with the mission of Phoenix Collegiate Academy. The Corporate Board was organized in November 2007 and has been meeting since that date.

At present, we intend that founder and CEO Rachel Yanof will serve as the Chief Executive Officer of Phoenix Collegiate Academy, Inc. In this role, she will oversee all operations and educational planning of all schools (Phoenix Collegiate Academy Middle School, High School and Elementary) and oversee CMO and CMO functions. At the time of chartering, the Governing Board of Trustees will review this intent and hire the Founding School Principal, anticipated to be Amanda King. Ms. King has been a member of the Phoenix Collegiate Academy Middle School staff for three years in both teaching and administrative positions. She was member of the Aspiring Leaders Fellowship of the Arizona Charter Schools Association and received leadership training from the Building Excellent Schools LENS program.

B1.b Organizational Chart



The mission, vision, and charter of Phoenix Collegiate Academy drives all decision making for every level. The Corporate Board oversees Phoenix Collegiate Academy, Inc., which will manage the charter holder PCA Elementary, LLC. PCA Elementary, LLC will be governed by a School Governing Board. This relationship is described in section B2. While the Middle and High School are a different charter, they are still under the Phoenix Collegiate Academy, Inc., umbrella. The Charter Management Organization level supports operations for all schools (centralized processing and back-office tasks), oversees major academic initiatives, ensures quality of all schools is of the highest degree, and promotes and fundraises for the organization as a whole.

Reporting Structure Narrative

The narrative defines the reporting structure for each position listed in the organizational chart. (see Figure B.1.b)

The final responsibility to hire, evaluate and terminate employees belongs solely to the Principal of each campus. Likewise, in all years, the responsibility to hire, evaluate and terminate the Principal belongs to the CEO and CMO team of Phoenix Collegiate Academy, Inc. and the School Governing Board. The responsibility to hire, evaluate and terminate the CEO of Phoenix Collegiate Academy, Inc. belongs solely to the Corporate Board of Phoenix Collegiate Academy, Inc.

Governing Board: The Governing Board oversees the charter holder, PCA Elementary, and is legally and ethically responsible for the schools. Comprehensively, the board is responsible for all governance issues. Specifically, they oversee:
a) Mission, policy and strategic planning - Articulate and ensure alignment with the school's mission, vision and charter, create and update policy related to the mission and governance, set the strategic direction and review progress against articulated goals over time
b) Financial oversight - Ensure the school's financial health, review and approve the annual budget and ensure adherence to it, participate in fundraising and help secure external funding sources as needed
c) Legal and regulatory compliance - Ensure compliance with all laws and regulations and review compliance on a regular basis, ensure filing of all legal and regulatory documents
d) Chief Executive Officer (CEO) oversight - Select, manage, support, and evaluate the CEO who will be responsible for the organization's day-to-day management, evaluate CEO regularly based on agreed-upon, clearly outlined performance criteria, set CEO compensation annually, offer guidance and support
e) Promotion and accountability to the public - Promote the school to the public, expand the school's networks and relationships, respond to community and stakeholder concerns, and participate actively in the South Phoenix neighborhood.

Charter Management Organization (CMO): The CMO is charged with leading the organization of Phoenix Collegiate Academy, Inc. toward ambitious goals in pursuit of the mission. Comprehensively, the CMO is responsible for organizational health. Specifically, they oversee:

a) Operational and Back-Office Structures – Select vendors for school use, prepare and manage compliance and reporting, bookkeeping, payroll, benefits, IT, auditing, and facilities.
b) Academic Quality Control – Oversight of progress toward school-wide and system-wide goals, monitoring for areas of concern, offering insight and resources to Principals, Coordinating CMO-wide professional development.
c) Promotion and Fundraising – Seeks and obtains grants, private donations, and competitive Department of Education monies, promotes the schools and organization, and directs marketing and branding for all schools.
d) Human Resources - Takes on the initial work of recruiting and hiring talent.

Principal: The Principal oversees school performance, provides executive management and ensures organizational viability. The Principal oversees academics, budget, and operations for the school site. In Y1-Y2, the Principal manages the Operations Manager, Receptionist, and all instructional staff. In Y3, the Principal manages the Assistant Principal, Instructional Coach and the Operations Manager, and teachers. The Principal equally shares supervisory responsibilities of teachers with the Instructional Coach in year three. The Principal manages special education compliance with the special education teachers in years one and two. The Principal is hired by, reports to, and is evaluated by the CMO team.

Assistant Principal (Y3): The Assistant Principal supports teaching and learning through managing culture and overseeing curriculum. The Assistant Principal will serve as the Principal in the event of an absence as well. The Assistant Principal will support in hiring, recruitment of students, maintaining culture and creating strong parent relationships. The Assistant Principal reports to the Principal and is evaluated by the Principal.

Teacher Coach (Y3): The Teacher Coach supports teaching and learning by developing curriculum, overseeing the assessment system, and observing teachers in conjunction with the Principal. The Teacher Coach is trained by the Principal to lead professional development, manage teachers, deliver instructional written and verbal feedback, and develop curriculum. The Teacher Coach reports to and is evaluated by the Principal.

Operations Manager (Y1-Y3): The Operations Manager manages daily operations and provides logistical oversight. S/he ensures school records are accurate and up-to-date and programmatic guidelines for reporting and implementation are followed. In addition, with the Principal, s/he manages the tracking of data. The Operations Manager reports to and is evaluated by the Principal.

Special Education Teacher(s): SPED teachers maintain special needs records, oversee the IEP process, ensure that students with special needs receive accommodations and/or modifications within the classroom, and will be AZ certified in special education. The SPED teacher is hired by, reports to and is evaluated by the Principal.

Teachers (including Teaching Fellows and Specials Teachers): Teachers develop and implement curriculum and support all students in reaching clear academic goals. All teachers are Highly Qualified (Teaching Fellows are the only exception) as defined by No Child Left Behind. Teachers are hired by the Principal with the input of the Assistant Principal and Teacher Coach (Y3), report to the Principal (Y1-Y2) and both the Principal and Teacher Coach (Y3), and are evaluated by the Principal, with the input of the Teacher Coach (Y3).

Receptionist: The Receptionist oversees office operations. S/he develops office procedures/policies, files and maintains records, and trains staff members in procedures, systems, and equipment. The Receptionist is hired by the Principal with the input of the Operations Manager. The Receptionist reports to and is evaluated by the Operations Manager with the input of the Principal.

Janitor (Y2-Y3): The Janitor will maintain the cleanliness of the building and perform basic repairs as needed. The Janitor is hired by the Principal with input from the Operations Manager.

Subsidiary Relationships and Prior Charter Operation

Phoenix Collegiate Academy Elementary is a separate charter held by the Phoenix Collegiate Academy Elementary, LLC., and managed by PCA, Inc., the Charter Management Organization. The CMO holds the charters of Phoenix Collegiate Academy (MS and HS) and Phoenix Collegiate Academy Elementary.

Prior Charter Operation

Phoenix Collegiate Academy, Inc. the manager of the charter holder, was chartered to open Phoenix Collegiate Academy (MS and HS) in 2009 and has been in good standing every year of its operation. It was chartered by the Arizona State Board for Charter Schools and will be up for renewal in 2024. The applicant, Rachel Bennett Yanof, is currently the CEO of Phoenix Collegiate Academy, Inc. Phoenix Collegiate Academy, Inc. will serve as the CMO and have oversight authority over Phoenix Collegiate Academy Elementary. Principals at Phoenix Collegiate

Academy MS and HS Principals will not have authority or decision making powers at Phoenix Collegiate Academy Elementary.

Role of Principals

Our Governing Board members represent a diverse group of civic leaders with vast expertise and an array of leadership experience that will be essential to the strong governance of Phoenix Collegiate Academy. The table below provides an outline of the each member's area of expertise and officer status. Resumes for each principal are attached.

Governing Board Member	Area of Expertise	Officer Status
Rachel Bennett Yanof CEO, Phoenix Collegiate Academy, Inc.	Organizational Management, Education and Instruction, Development and Fundraising.	Non-Voting, *ex-officio* Charter holder of Phoenix Collegiate Academy, Inc. Founder of PCA, Inc.
Janene Miller	Strategic Planning, Talent and Recruitment, Organizational Design	Vice-President
Tomas Reveles	Human Resources, Legal and Compliance, Strategic Planning	Secretary
Michael Zimmerman	Legal and Compliance, Education, School Finance	President

Rachel Yanof, CEO, Phoenix Collegiate Academy, Inc.

Rachel Yanof serves as the Chief Executive Officer for Phoenix Collegiate Academy, Inc. Ms. Yanof spearheaded the development and submission of a successful charter school application in 2009 for Phoenix Collegiate Academy. In pursuit of an excellent school design, and to ensure the strongest educational opportunity for the middle and high school students of the South Mountain area of Phoenix, Ms. Yanof completed a year-long Fellowship with Building Excellent Schools (in 2007-08) which included a residency at Excel Academy, recognized by The Center of Education Reform as one of the top charter schools of 2007. A graduate of Georgetown University in Washington, D.C., Ms. Yanof received a B.A. in Economics and History before she joined Teach For America, a nationally acclaimed and highly selective teaching program. While a member of Teach For America, Ms. Yanof earned her Masters in Curriculum and Instruction from Arizona State University. She taught 8th grade for four years at C.O. Greenfield Elementary School. Ms. Yanof has obtained her Certificate in Administration from the University of Phoenix. In the past four years she has led Phoenix Collegiate Academy to obtain two "A" rankings in 2011 and 2012, and the Arizona Charter School of the Year Award from the Arizona Charter School Association in 2012.

Description of the Building Excellent Schools Fellowship: The mission of Building Excellent Schools (BES) is to develop and support school leaders who have the capacity to lead consistently high performing schools and who view solid academic achievement as a necessity for transforming children's lives. BES develops in leaders the skill to: articulate a powerful vision; translate vision into reality; develop their own skills; develop the skills of others; and drive student achievement.

The Fellowship includes the following elements: individual in-school observations and consultations with school principals and their senior staff, written evaluations and recommendations, an off-site retreat with leadership teams from all participating schools, development by leadership teams of building-level action plans, follow-up visits and retreats to confirm progress and update action plans. BES, in collaboration with participating schools across the country, has documented best practices and has developed leadership training materials.

In addition to the services described above, Building Excellent Schools included the following programmatic components:

- Dedicated training space for leadership seminars and off-site school "action team" meetings.
- Opportunities for cross fertilization of ideas and best practices with other BES participants through a regular series of informal events and focused workshops.
- Development of additional leadership trainers, recruited from the graduates of Building Excellent Schools.

Unlike most other school leadership training programs, which are delivered in an academic environment over a period of days or at most weeks, BES has provided participating charter school leaders with regular, sustained feedback and support, grounded in practice and customized to the specific circumstances of each school. This approach ensures that the concepts of effective leadership are not left on a college campus.

Due to this extensive training, Ms. Yanof is qualified to support in all areas of the school operations.

Michael Zimmerman, President of the Board

Michael Zimmerman serves as the President of the Phoenix Collegiate Academy, Inc. board. He joined the efforts of founding PCA in 2008 and has served as Vice-President and now President. His passion for working to close the achievement gap stems from his experiences as Teach For America corps member in Baltimore, MD where he taught Middle School English for four years. Mr. Zimmerman obtained his B.A. in English from the University of Wisconsin, Madison, his M.A. in The Art of Teaching from Johns Hopkins University, and his J.D. from the Arizona State University Sandra Day O'Connor College of Law. After working with the U.S. Bankruptcy court, he joined Polsinelli Shughart as an associate attorney focusing on tax law. Mr. Zimmerman is qualified to support the Educational plan through his own passions and experiences serving low-income youth and the Operational plan through his legal and tax background.

Janene (Jan) Miller, Vice-President of the Board

Jan Miller has served on the Phoenix Collegiate Academy board since 2010. She serves as the Vice-President. Ms. Miller is the Director of Talent Management at SRP. She oversees several areas including Talent Acquisition, Learning and Development, Skills Training, and Learning Technology. Ms. Miller has over 25 years of experience in the energy industry. She is a graduate of the Global Leadership Certificate Program at the American Graduate School of International Management (Thunderbird). Ms.Miller has held Principal Analyst and management positions in several areas at SRP including Forecasting and Economic Development, Strategic Planning, Energy Management and Information, Distribution Area Marketing, Research and Development, and Resource Planning. She started work at SRP on the rotational engineering program in 1987, and

was an engineer in the Research and Development division for five years prior to becoming a manager. She worked for San Diego Gas and Electric for three years as a Residential Energy Auditor prior to returning to college to obtain a Bachelor of Science in Mechanical Engineering from Cal Poly State University at San Luis Obispo. Ms. Miller also has Bachelor of Arts degree in Government from Pomona College. Ms. Miller is qualified to support the business plan due to her extensive experience in the corporate work and strategic planning, and to support the operational plan through her ability to source talent and build capacity of programs.

Tomas Reveles, Secretary of the Board

Tomas Reveles has served on the Phoenix Collegiate Academy board since 2011. Mr. Reveles was the Human Resources Manager of US Airways Group for the Phoenix and West Region. Prior to this, Tomas was the Human Resources manager for Las Vegas, Corporate Finance and the Central Region. Mr. Reveles is a native of the South Mountain area of Phoenix and has a passion to serve his home community through providing guidance for an excellent school. He obtained his B.A. in Political Science from Arizona State University, his M.A. in Counseling an Leadership from Northern Arizona University and his J.D. from the University of Wisconsin- Madison Law School. Mr. Reveles is qualified to support the business plan through his knowledge of Human Resources and Organizational Management and the educational plan through his own personal experiences being a student in the system we are working to directly impact at PCA.

Current or Prior Charter Operation

The Governing Board has a current charter operation they govern. Phoenix Collegiate Academy MS and HS was chartered in 2009 by the Arizona State Board for Charter Schools. Ms. Miller, Mr. Zimmerman and Mr. Reveles are the Governing Board for Phoenix Collegiate Academy MS and HS, and will also be the Governing Board for Phoenix Collegiate Academy Elementary.