B.1 Applicant Entity

A. Organizational History

Fifth Arrow Charter School will be operated by the non-profit organization Pathways in Education – AZ ("PIE-AZ"). PIE-AZ is in the process of applying to the Internal Revenue Service for 501(c)(3) tax-exempt status. The organization has been formed with the exclusive purpose of founding, operating, and carrying out the mission of Fifth Arrow Charter School.

Fifth Arrow Charter School will be a member of the Pathways in Education network of public schools, all of which are managed by Pathways Management Group. Pathways Management Group ("PMG") is a nonprofit, tax-exempt organization dedicated to growing a network of national charter schools with a vision of providing a comprehensive high school education program and support services to at-risk students that lead to their attainment of a high school diploma, acceptance to college, gainful employment or a military career.

The desire to start Fifth Arrow originates from Founders John and Joan Hall's recognition of the need to establish a charter school that will serve young men and women who are on the edges of our educational system. They felt a sense of urgency to find innovative ways to address the needs of young people who are not thriving in traditional comprehensive public high schools, including students with behavioral issues, those behind in credits, students who have been expelled, pregnant and parenting teens, students who work full time, students with health issues, and students in foster care, who are homeless, adjudicated or currently suspended.

Moreover, Pathways Management Group ("PMG") and their "Pathways in Education" brand were created exclusively to bring together educators that could provide key leadership to address the challenges of students whose needs were not being met. PMG provides management services on a contractual basis to charter schools and has over 20 years of experience in providing educational, fiscal and operational services to charter schools that serve at-risk student populations. Fifth Arrow Charter School will contract for management services with Pathways Management Group.

The founders of PMG believe that a partnership with a local organizing board provides the best model of oversight and a connection to the community. Thus, the founding Board of Directors and Officers of PIE-AZ founded the corporation in 2014 with the intent of partnering with PMG to provide a high quality high school option for students in Arizona

PIE-AZ's establishment of Fifth Arrow aligns to PMG's main goal of propelling at risk students to academic and personal success through innovative approaches to learning. Similar to other schools managed by PMG in TN, LA, IL, and CA, the Arizona school will help further PMG's purpose by ensuring a sustained year round focus on hard-to-reach students in a highly personalized learning environment with strong student teacher relationships.

PIE-AZ is governed by Education in Motion ("EIM"), a nonprofit organization. In its role as Sole Member of PIE-AZ, EIM's focus is as follows:

1) Appoint and remove the PIE-AZ's school board members
2) Amend the bylaws of PIE-AZ

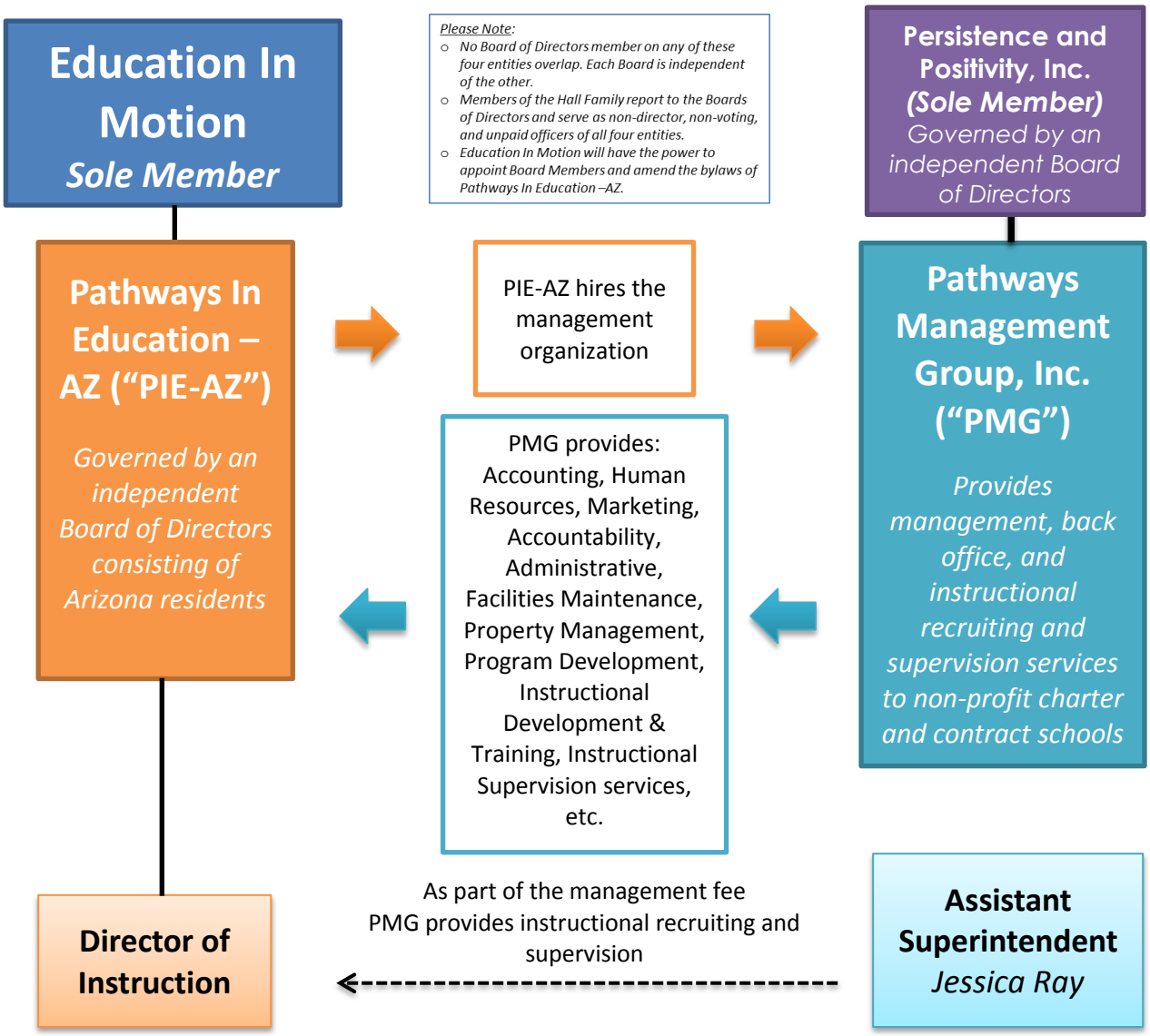
EIM is not involved in PIE-AZ's operations or educational policies pursuant to the sole member's and PIE-AZ's Bylaws. Figure B.1.1 below shows the relationship between EIM, PMG and PIE-AZ.

PMG is also governed by a different sole member, Persistence and Positivity, Inc. ("P&P"), a nonprofit organization. In its role as Sole Member of PMG, P&P's focus is as follows:

1) Appoint and remove PMG's board members
2) Amend the bylaws of PMG

P&P is not involved in PMG's operations or policies pursuant to the sole member's and PMG's bylaws.

FIGURE B.1.1 HIGH LEVEL ORGANIZATION CHART



As evidenced by the chart, PMG is subject to local control in Arizona, which rests with PIE-AZ's board of directors, who have ultimate school operational decision making authority. The board of directors of PIE-AZ hires the management organization to provide specific services to the charter school. Through a contractual relationship, PMG will provide to PIE-AZ back office services, instructional and staff recruiting and supervision services. These include accounting (including payroll), human resources (refer to section B.3.1 of the operational plan for details on these services),

marketing, accountability, administrative services, facilities maintenance, property management, program development, instructional training and instructional supervision services. The Assistant Superintendent of Pathways Management Group will provide instructional support/supervision to the Director of Instruction for PIE-AZ, but the Board of PIE-AZ has ultimate authority over the school leadership and operations of the school. Please note that the Director of Instruction position will not begin until the middle of year two and as such, the Principal will be supported by the Assistant Superintendent of Pathways Management Group in the first year of operation.

PIE-AZ's Board is also empowered to direct PMG in PMG's provision of services to PIE-AZ. The staff of PMG must report to the PIE-AZ board on school and management activities in a manner sufficient to allow the board to exercise their oversight duties and to allow PIE-AZ's board the ability to determine the efficacy of PMG. There are open lines of communication between both the Board and PMG, as the management staff of PMG report directly to PIE-AZ's board. There is also an open line of communication between the principal of PIE-AZ and the Assistant Superintendent of PMG. This structure ensures that the management organization can consistently and effectively respond to PIE-AZ's unique needs as soon as they arise.

B. Organizational Charter and Reporting Structure

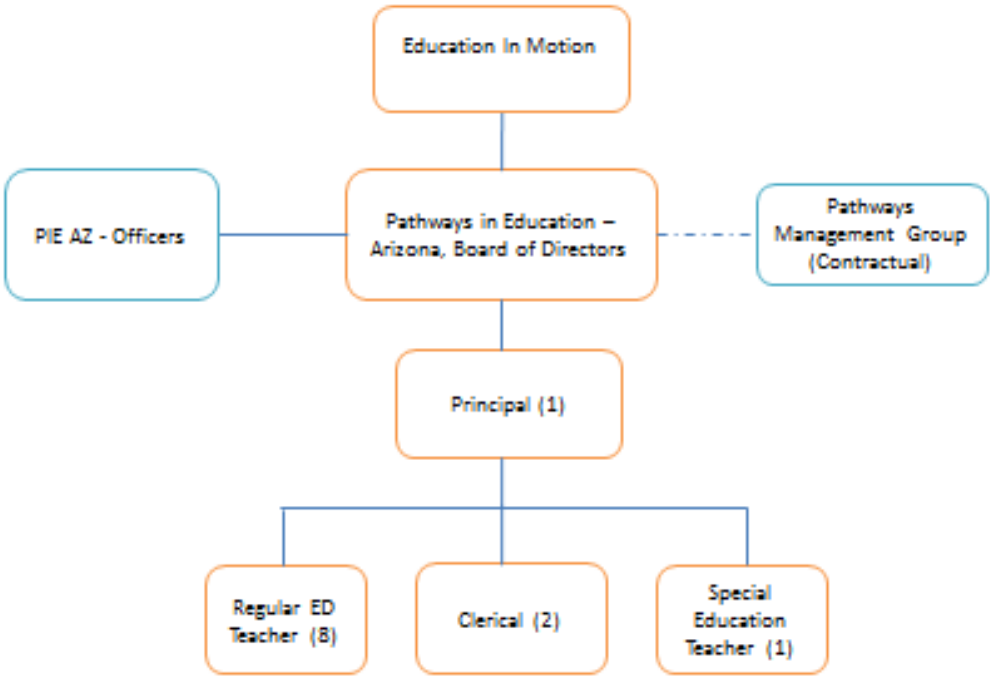
PIE-AZ's school organizational chart shows the reporting relationships of EIM and PMG to the governing board, officers, director of instruction, and all staff of Fifth Arrow Charter School. PIE-AZ's Board of Directors has appointed the following officers:

- Jamie Donahue, President
- John Hall, Vice President
- Joan Hall, Vice President
- John Hall, Jr, Treasurer/Secretary

As President, Jamie Donahue has ultimate responsibility for the corporation's activities, and signs off on contracts or other legally-binding actions on behalf of the corporation. The President reports to the corporation's board of directors. As Vice Presidents, John and Joan Hall are both able to fill the duties of the President if required. As Treasurer, John Hall, Jr. is responsible for all the corporation's financial matters. As Secretary, John Hall, Jr. maintains and keeps the corporation's records, documents and minutes from meetings.

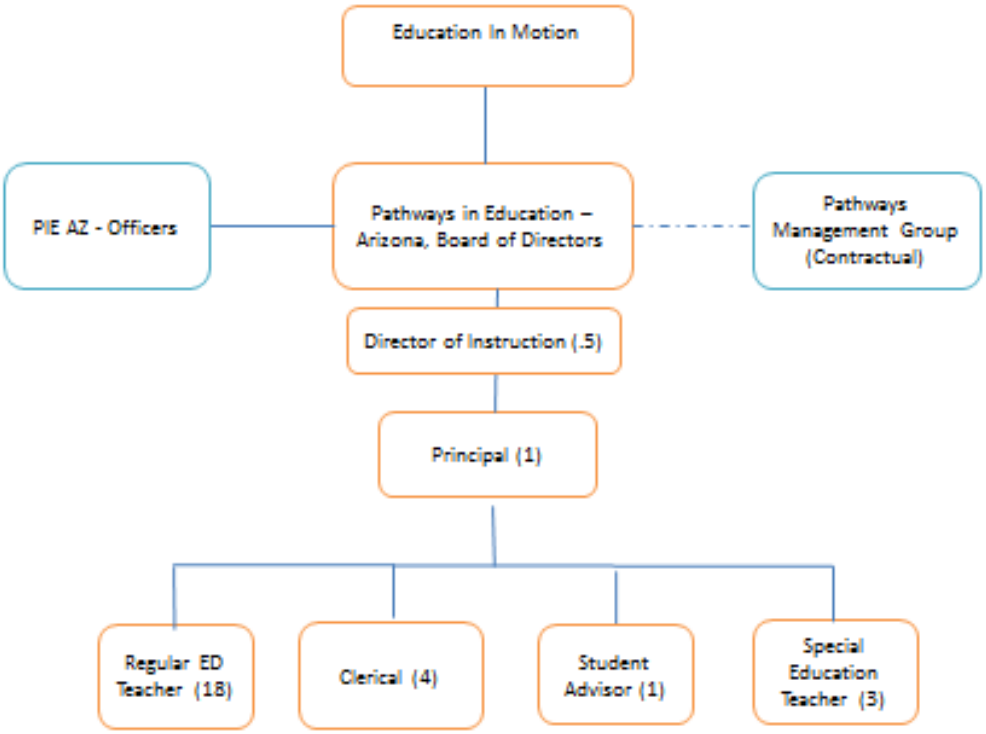
A copy of the consent resolution showing appointment of these Officers is attached to the application.

FIGURE B1.2: YEAR ONE SCHOOL LEVEL ORGANIZATIONAL CHART



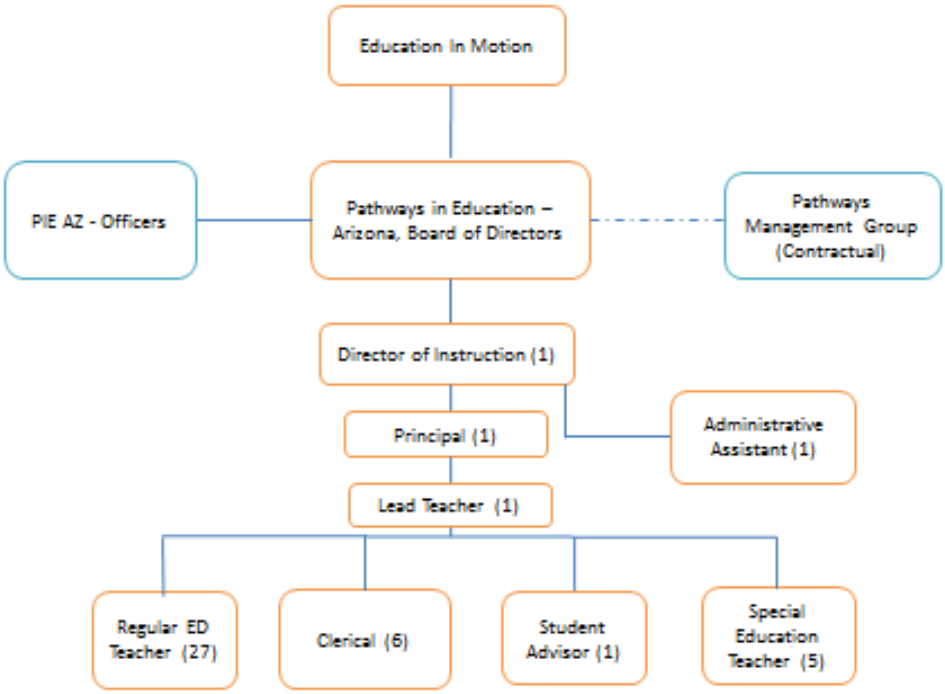
In year one, Fifth Arrow will open with one administrator, a Principal who will report to the PIE-AZ Board of Directors. All teachers and non-instructional staff will report to the Principal. The school will open with 250 students in grades 9-12 (grade level depends on credit attainment upon enrollment). PIE-AZ will employ eight regular education teachers (which includes 5 general education teachers and 3 SGI instruction teachers), as well as one special education teacher, a center coordinator and a compliance coordinator (see Figure B.1.2). As part of the management fee, Pathways Management Group's school implementation team will provide instructional and professional development support through the Assistant Superintendent, a Professional Development Coach and an Small Group Instruction Coach.

FIGURE B1.3: YEAR TWO SCHOOL LEVEL ORGANIZATIONAL CHART



In year two, PIE-AZ will increase enrollment by 50 students at its first site and will open an additional site serving 300 students for a total of 600 students. A Director of Instruction will be hired in January to provide support to the Principal and to oversee both sites, as well as any additional future school sites. At this point, the Principal will begin reporting to the Director of Instruction, who will report to the PIE-AZ Board of Directors. PIE-AZ will employ 18 regular education teachers (including 12 general education teachers and 6 small group instruction teachers) and 3 special education teachers, as well as a student advisor who will be shared by both sites. The school sites will each have a center coordinator and compliance coordinator (see Figure B.1.3).

FIGURE B1.4: YEAR THREE SCHOOL LEVEL ORGANIZATIONAL CHART



In year three, PIE-AZ will maintain a student enrollment of 300 at site one, 300 students at site 2 and will add a third site with 300 students, for a total enrollment of 900 students. A lead teacher which will serve a role similar to that of an assistant principal will be hired to oversee instructional and non-instructional staff. PIE-AZ will employ 27 regular education teachers (including 18 general education teachers and 9 small group instruction teachers) and 5 special education teachers, as well as a student advisor who will be shared by all sites. The Director of Instruction will also have an administrative assistant, and there will be 3 center coordinators and 3 compliance coordinators, two at each site (see Figure B.1.4).

C. Subsidiary Relationships with Other Organizations

The applicant entity, PIE-AZ, is a nonprofit corporation whose sole member is Education in Motion, Inc. ("EIM"), a California Nonprofit Public Benefit Corporation. The sole member, EIM, controls PIE-AZ in only two ways. First, EIM has the power to appoint and remove the board of directors on PIE-AZ. Lastly, PIE-AZ has the power to amend the bylaws of PIE-AZ. Other than these roles, EIM does not operate, manage, or govern Pathways in Education- Arizona in any other capacity.

D. Other Charters Operated by the Applicant

PIE-AZ is not currently and has not previously been involved in the operation of any other charter school.

E. Roles of Charter Principals

The Principals of PIE-AZ include its directors, officers, sole member, and Authorized Representative. The biographies and roles of the Principals are listed below. Jamie Donahue is the Authorized Representative.

The Principals and founders of PIE-AZ represent diverse individuals who have a deep interest in helping at-risk students reach their full potential through education and employment. Members of the founding group bring extensive experience in education, workforce development, organizational development, and finance to the task of developing PIE-AZ. The collective experience of each key member will serve Pathways in Education with excellence. These individuals will help to start a public charter school to increase the education opportunities for students who are struggling the most within the current system. The biographies of the Founding Group members of PIE-AZ are described below.

I. EDUCATION IN MOTION – SOLE MEMBER OF PIE-AZ

The Board of Directors of Education in Motion are Jamie Calhoun, Janet Henze, and Jennifer Robitaille. The board does not provide any services to PIE-AZ and no contractual agreement exists between the Education in Motion and PIE-AZ.

II. PIE-AZ OFFICERS

The officers of PIE-AZ are Jamie Donahue, John Hall, Joan Hall, and John Hall, Jr. All of these officers have extensive experience successfully supporting the operations of other schools in the Pathways In Education school network.

***Jamie Donahue** – President*

For the last twelve years, Jamie Donahue has served as Executive Director of Pathways in Education. In this capacity, she has successfully founded and started two charter schools, and opened two experiential learning camps for at-risk students. As Director, Jamie is responsible for strategic planning and overall growth and development of the non-profit company. Prior to becoming Executive Director, Jamie worked in human resources where she was responsible for establishing a HR department within the company and hiring over 50% of the employees. Jamie holds a Bachelor of Arts Degree in Communications with a minor in Business Administration from the University of Southern California. Jamie's extensive experience in entrepreneurship, school startup, and operations uniquely qualify her to support the operations of Fifth Arrow Charter School.

***John Hall** – Vice President*

John Hall studied for the ministry at Princeton Theological Seminary before deciding to follow his passion for education. He returned to Hollywood High School as a teacher and Assistant Dean of Students, where dropouts and failing students were commonplace. Mr. Hall believed that some students are better suited for alternative forms of education. A public charter school with a different approach grew out of the dream and passion of John and Joan Hall as educators. The former Los Angeles Unified School District teacher shares a special commitment with his wife, Joan Hall, to provide educational alternatives for at-risk students. John Hall is living his dream of providing educational alternatives for students. He prides himself in educating high school dropouts to become our future leaders. With over 40 years of experience first as an educator, then

as a charter operator, John will be an invaluable asset to the startup activities of Fifth Arrow, as well as providing support for implementation of the education plan and business plan.

***Joan Hall** – Vice President*

Joan Hall graduated from UCLA with a Bachelor in Social Science degree, and a minor in English. After graduation, she taught elementary school and special education in the Watts section of Los Angeles Unified School District. While teaching at LAUSD, Mrs. Hall saw countless students struggling to fit in and do well in a traditional school setting. Mrs. Hall is committed to providing educational alternatives for at-risk students with an alternative educational environment. She and her husband Mr. John Hall established Options for Youth Public Charter Schools in 1987. Mrs. Joan Hall is living her dream of providing educational alternatives for at-risk students; her dream involves using the best of American creativity and innovation to provide outstanding public educational options for all children. As a former educator, she will be an invaluable asset to the teachers and instructional leaders of Fifth Arrow.

***John Hall Jr.** – Treasurer/Secretary*

John Hall, Jr. takes great pride in providing students and teachers across the country with beautiful facilities and cutting edge technology solutions, and delivering world-class support and opportunity to students with special needs. Since 2008, he has served as Vice President of several service-based companies, including Partners in Special Education, AllTech Solutions, Education Dynamics, Inc., and Lupine Properties. Through his leadership, these service-based companies have grown to provide vital features to PIE school sites. For example, Partners in Special Education provide comprehensive services to students and help maintain compliance with Special Education laws. John Hall, Jr. will be an invaluable asset to the operational and finance plan.

III. PIE-AZ BOARD MEMBERS

The Board of Directors of PIE-AZ are Phillip Wilson, Annemarie Comes, and Stephanie Paschke. Each of the board members brings to the organization a unique skill set that will be valuable in guiding PIE-AZ towards success.

***Phillip Wilson** – PIE-AZ Board Member*

Phillip G. Wilson started his life as a Southern California native. He moved to Phoenix, Arizona in July of 2000. He started his career in business, working for a top tier vineyard as a distributor, then moved into medical device sales. Although successful in the business world, his passion was working and mentoring young people. He coached various sports and worked many after school programs to support disadvantaged children. Coming from a family of educators, he often spent time visiting and working in the inner city of Los Angeles, California. He began to substitute teach and soon changed his career path to the teaching profession. He has since taught all ages of learners and various education programs. He taught migrant workers and worked with a Gang Intervention Program to keep young adults off the street. He has experience teaching adult learners of English at Rio Salado College and higher education masters level classes for Ottawa University. His experiences expand to teaching grades K-8 at Title I schools and working with high risk students at alternative schools, supporting them through processes like probation and court orders. Phillip has a Bachelor in Business degree, as well as a Master in Education degree with a minor in Cross-Cultural Education. He recently finished another two years of college and earned an Educational Administration and Leadership Certificate. He has been a member of the

Mesa Chamber of Commerce, The Mesa Martin Luther Committee and the Copper State Mustang Club.

***Stephanie Paschke** – PIE AZ Board Member*

Stephanie Paschke is a well-respected entrepreneur in the greater Phoenix area. In 2011, Stephanie founded and opened Savante Salon in Gilbert, Arizona. Since opening Stephanie has brought on fourteen hairstylists and is known throughout the community for providing outstanding customer service and providing the latest trends and changes in the cosmetology business. In 2012 Stephanie's salon was named "Best Salon/Spa" & "Best New Business" by the East Valley Tribune. Prior to opening her own salon, Stephanie worked as a stylist for four years and moved quickly from a commission based stylist to a rental stylist. She continues to expand her cosmetology education by participating in fundraisers and national and local events. Stephanie holds a Cosmetology license from Carsten Institute.

***Annemarie Comes** – PIE-AZ Board Member*

Annemarie Comes received a Bachelor of Science in Art Education along with a Bachelor of Fine Art degree from Bowling Green State University in Ohio. She achieved her Masters in School Counseling from University of Western Alabama in 2011. Annemarie has been teaching art, counseling and teaching technology for nine years in Ohio, Nevada and Arizona. She has a strong passion to teach children art and help others to achieve a successful life journey. Annemarie currently teaches art K-6th and art tech 4th-6th grade at Sequoia Pathfinder Academy at Eastmark in Mesa, Arizona. Annemarie also works as a consultant for the Center for Games & Impact at Arizona State University helping to infuse educational gaming technologies into the classroom. She has been instrumental in bridging ASU with Sequoia Pathfinder Academy so that teachers and students are able to use educational gaming tools in a classroom setting. Annemarie is married with three children ages 14, 11 and 9. She is thrilled to be a part of Pathways in Education - Arizona.

F. Other Charters Operated by Principals

John Hall, Joan Hall, Jamie Donahue, and John Hall, Jr. have all previously been involved in the operation and governance of all of the charter schools listed below as Officers. See Table B.1.1 for the list of schools, grades served, authorizer, years of operation and nature of involvement.

TABLE B.1.1: PIE-AZ OFFICER AFFILIATION WITH CHARTER SCHOOLS

School Name	Grades Served	Authorizer	Years of Operation	Name of Officer	Nature of Involvement
Opportunities for Learning-Baldwin Park	7-12	Baldwin Park Unified	2001-Present	John Hall, Sr.	President
				Joan Hall	Vice President
				Jamie Donahue	Vice President/Secretary
				John Hall, Jr.	Vice President/Treasurer
Opportunities for Learning-Baldwin Park II	7-12	Baldwin Park Unified	2007-Present	Same as above	Same as above

Opportunities for Learning – Duarte	7-12	Duarte Unified School District	2013-Present	Same as above	Same as above
Opportunities for Learning – San Juan Capistrano	7-12	Capistrano	2002-Present	Same as above	Same as above
Opportunities for Learning- William S. Hart	7-12	William S. Hart	1999-Present	Same as above	Same as above
Opportunities for Learning – Hermosa	7-12	Hermosa Beach City School District	2009-2014	John Hall, Sr.	President
				Joan Hall	Vice President
				Jamie Donahue	Secretary
				John Hall, Jr.	Treasurer
Opportunities for Learning - Fresno	7-12	Westside Elementary School District	2013-Present	Same as above	Same as above
Options for Youth – Burbank	7-12	Burbank Unified School District	1997-Present	Joan Hall	President
				John Hall, Sr.	Vice President
				Jamie Donahue	Secretary
				John Hall, Jr.	Treasurer
Options for Youth – Hermosa Beach	7-12	Hermosa Beach City School District	2009-2014	Same as above	Same as above
Options for Youth –San Bernardino	7-12	San Bernardino Unified School District	2009-Present	Same as above	Same as above
Options for Youth – San Gabriel	7-12	San Gabriel Unified School District	1997-Present	Same as above	Same as above
Options for Youth – San Juan	7-12	San Juan Unified School District	1999-Present	Same as above	Same as above
Options for Youth – Victor Valley	7-12	Victor Valley Union High School District	1993-Present	John Hall, Sr.	President
				Joan Hall	Vice President
				Jamie Donahue	Secretary
				John Hall, Jr.	Treasurer
Pathways in Education - Illinois	9-12	Chicago Public Schools	2006-Present	Jamie Donahue	President
				John Hall, Sr.	Vice President
				Joan Hall	Vice President
				John Hall, Jr.	Treasurer/Secretary

Pathways in Education - Louisiana	9-12	CADDO Parish Schools	2014-Present	Same as above	Same as above
Pathways in Education – Tennessee	9-12	Achievement School District	2014-Present	Jamie Donahue	President
				John Hall, Sr.	Vice President
				Joan Hall	Vice President
				John Hall, Jr.	Treasurer
				Jodi Hall	Secretary

In addition, two members of PIE-AZ's board of directors have been involved with other charter schools. Phillip Wilson served as Dean of Students from 2013-14 at Step UP School, a charter school that serves students in grades K-8. Annemarie Comes was an art teacher 1-9th and a school counselor 7-9th at Eduprize Gilbert from 2013-2014. In her role she taught the visual art elements and principles through the use of various media including drawing, painting, printmaking and sculpture. She also worked one on one with students and in small groups during her dedicated counseling hours at the middle/high school. As a counselor, Annemarie addressed study skills, crisis intervention and provided on-going support for her students. She is currently a visual art teacher K-6 and art tech teacher 4-6th at Sequoia Pathfinder Academy. Both Eduprize and Step UP School are authorized in Arizona by the Arizona State Board for Charter Schools.