BUSINESS PLAN

I. Organizational Chart and Communication Structure

The organizational chart included at the end of this section illustrates the structure of the charter holder, Arizona Call-A-Teen Youth Resources, Inc. (ACYR), and the corporate entity of which the Center of Excellence Charter School is a division. The chart depicts the chain of command and governance/reporting structures. A second graphic is included to detail the communication flow within the organization.

ACYR is a nonprofit 501(c)(3) organization incorporated in the state of Arizona in 1976. It is governed by a Board of Directors (BoD) consisting of no fewer than seven (7) and no more than fifteen (15) voting members. The corporate bylaws establish two (2) standing committees: the Executive Committee and the Charter School Board Committee (the school governing body). The Executive Committee is comprised of all elected officers (President, Vice President, Vice President for Resource Development, Secretary, and Treasurer). The Charter School Board Committee (CSBC) consists of no less than three (3) and no more than five (5) voting members. At least one member must be a member of the corporate BoD. This member, along with the Executive Director, is responsible for reporting CSBC decisions and activities to the BoD – normally during regularly scheduled BoD meetings.

Meetings of the BoD are held six times per year, every other month. CSBC meetings are held approximately one week prior to BoD meetings. Meetings for both bodies are posted in advance and conform to open meeting laws. Minutes are recorded and available for public view upon request. Additionally, the BoD President and the Executive Director have scheduled weekly telephone meetings to discuss current status, progress, issues and/or concerns. Bi-weekly telephone meetings covering topics specific to the school occur with the CSBC chair.

The Executive Director reports to the Board of Directors and, for charter school matters, the Charter School Board Committee. The Executive Director is responsible for the organization's consistent achievement of its mission and financial objectives, implementing BoD and CSBC policies, and ensures that the BoD and CSBC are kept fully informed on the condition of the organization and school, respectively, and all important factors influencing it. S/he is the primary communication conduit between both the BoD and CSBC and the organization's programs and staff. Information flows both to and from the governing bodies through the Executive Director. Program Managers (including the School Principal) are encouraged to attend BoD and CSBC meetings and participate in discussions related to their programs. An annual BoD retreat is held where all Program Managers are invited to participate.

The organization operates a variety of education and workforce development programs. Each program is led by a Program Manager (with regard to the school, the Principal is considered the Program Manager), who reports to the Executive Director. Program Managers other than the Principal formally meet individually with the Executive Director on a bi-weekly basis to assess progress, discuss issues and/or concerns, plan, review budgets and expenses, formulate decisions based on program-level recommendations, and prepare reports.

Meetings with the Principal and the school management team that address the same topics occur weekly owing to the complexities of regulatory requirements, school operations, reporting obligations, and improvement efforts. Additional meetings are scheduled as needed. A two-week orientation, planning, and training session for all school personnel is held in July prior to the start of each school year, as well as a one-week wind-down at the end of the school year. The upfront session is used to update faculty and staff on developments occurring during the summer months, review new policies and procedures, review/refine curriculum, plan cross-curricular learning projects, receive training on topics such as technology in education, Child Find, special education responsibilities, emergency procedures, etc. The end-of year wind-down is used to reflect on the school year, identify both effective and ineffective strategies, and generate ideas for improvement.

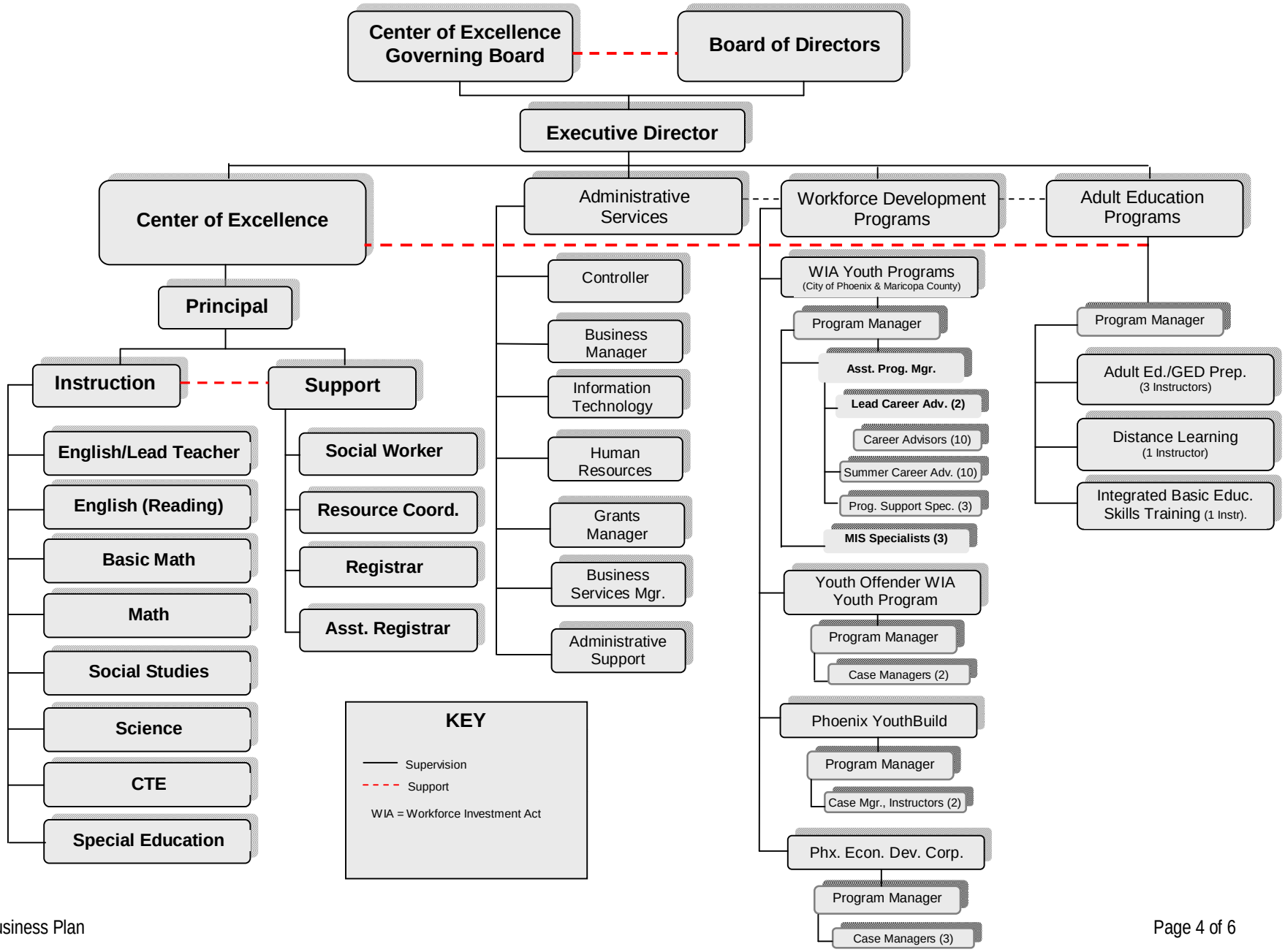
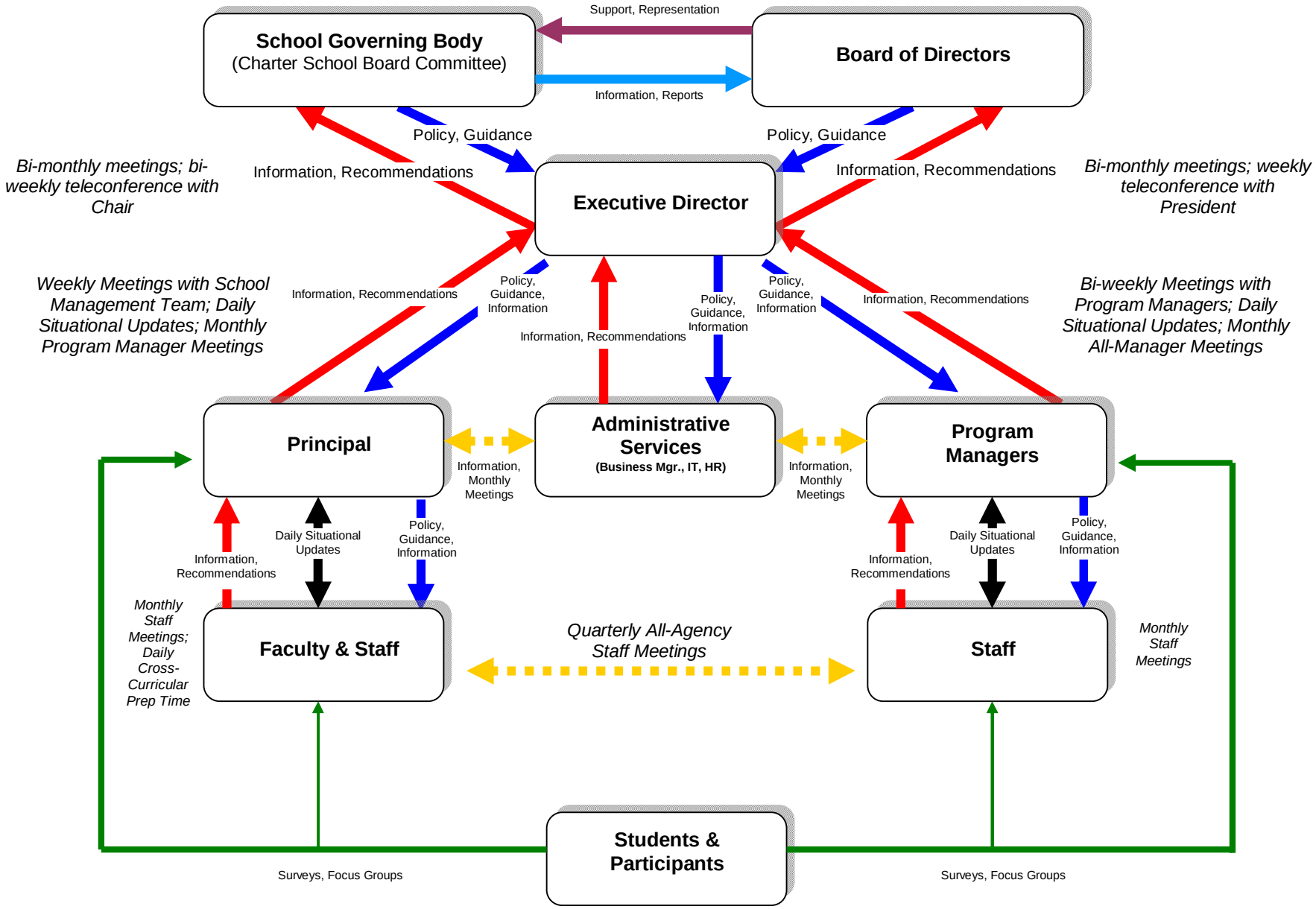
Two additional monthly meetings with managers are regularly scheduled: 1) a meeting of all Program Managers and key program operations staff (Grants Manager and Business Services Specialist); and a meeting of all management staff (Program Managers, key operations staff, and key administrative support staff, i.e., Business Manager, Human Resources Manager, and IT Manager). Program Manager meetings are intended to share information about the various programs, such as important dates, events, recruitment efforts and the like. Managers are expected to convey this information to their respective staffs to ensure all personnel are kept up to date regarding agency functions. The meetings also serve as a forum to discuss critical issues that may be affecting either specific programs or the agency as a whole and determine strategies to address them, drawing on multiple perspectives and expertise. Each meeting concludes with a facilitated discussion on topics such as youth development, educational achievement, leadership and management practices, labor market information, organizational effectiveness, communication methods, etc. Meetings with all management staff (program and support) are also held monthly and are designed to continue effective communication across all programs and operational units of the organization. Additionally, there are four quarterly all-agency staff meetings that provide a formal opportunity for cross-program information sharing, celebration of student/participant achievement, and to keep individual staff members informed of trends and issues that may influence the organization and its operations.

The Principal and Program Managers are responsible for the day-to-day operations of their respective units and for consistently conveying the organization's values and mission as well as operational information and decisions. Managers meet formally with program staff monthly. Interim meetings are held to convey time-sensitive information and develop any necessary recommendations or actions. Memoranda or e-mail communications will often supplement meetings to ensure clarity and purpose. Specifically to the school, monthly in-service days are scheduled as part of the school calendar. In addition to in-service activities, the Principal conducts regular structured staff meetings to convey information and receive feedback.

Communication to and from constituents (parents and students/participants) is considered an important part of the overall communication structure. Surveys are distributed to students/participants several times a year to obtain feedback on their perceptions about the quality of services they receive, solicit suggestions for improvement, and to identify issues they are experiencing that could adversely impact their success and achievement. Students and participants are often asked to join staff in facilitated discussions to provide specific input into

strategic planning and program quality improvement. Parents participate on the Title I/School Improvement committee and surveys are distributed to parents/guardians twice each year to gauge their level of satisfaction with the services the organization provides as well as solicit ideas for improvement.

Arizona Call-A-Teen Youth Resources, Inc. Organizational Structure



Arizona Call-A-Teen Youth Resources, Inc. Communication Structure and Flow