SECTION 10-1. ORGANIZATION'S STRATEGIC GROWTH AND DESIRED OUTCOMES

Over the next five years the organizational growth plan consists of a network of five schools, managed by Marytown Academies, serving approximately 2,220 students throughout inner city areas in Phoenix. A new school will be opened in August every other year. The following table identifies each school, projected opening date, grades served, and student population:

Project Opening Date	School	Grades Served	Student Population
2015 – 2016 YEAR 1	Reyes Maria Ruiz Leadership Academy	K-6th Grades	500
	NFL YET College Prep Academy	7th-12th Grades	350
New addition	AIM Higher College Prep Academy	7th-8th Grades	150
2016 – 2017 YEAR 2	Reyes Maria Ruiz Leadership Academy	K-6th Grades	530
	NFL YET College Prep Academy	7th-12th Grades	400
	AIM Higher College Prep Academy	7th-9th Grades	225
2017 – 2018 YEAR 3	Reyes Maria Ruiz Leadership Academy	K-6th Grades	560
	NFL YET College Prep Academy	7th-12th Grades	450
	AIM Higher College Prep Academy	7th-10th Grades	300
New addition	New K-6 Charter	K-2nd Grades	225
2018 – 2019 YEAR 4	Reyes Maria Ruiz Leadership Academy	K-6th Grades	590
	NFL YET College Prep Academy	7th-12th Grades	500
	AIM Higher College Prep Academy	7th-11th Grades	375
	K-6 Charter	K-3rd Grades	300
2019– 2020 YEAR 5	Reyes Maria Ruiz Leadership Academy	K-6th Grades	620
	NFL YET College Prep Academy	7th-12th Grades	550
	AIM Higher College Prep Academy	7th-12th Grades	450
	K-6 Charter	K-4thGrades	375
New addition	New K-6 Charter	K-2nd Grade	225

SECTION 10-2. CAPACITY TO SUPPORT ACADEMIC, OPERATIONAL, AND FINANCIAL VIABILITY

AIM Higher College Prep Academy is committed to the quality and long-term academic, operational, and financial success. AIM Higher College Prep Academy's expected growth over the next three years is as follows:

- Year 1 - 150 students (grades 7-8)
- Year 2 - 225 students (grades 7-9)
- Year 3 - 300 students (grades 7-10)

AIM Higher College Prep Academy will pledge a high quality classical education experience to its community. It will follow the successful academic model that its associated school, NFL YET College Prep Academy, has implemented over the past two years. Serving like-demographics to NFL YET College Prep Academy, AIM Higher College Prep Academy will focus on a classical education providing a systematic learning model enabling students to think critically and become virtuous servant leaders in society. AIM Higher College Prep Academy will be student data driven and focused on the remediation or acceleration of students based on their academic performance. AIM Higher College Prep Academy staff will track weekly, monthly, quarterly and annual assessment data to make adjustments to instruction and curriculum in order to provide a robust and comprehensive academic program aligned to the Arizona College and Career Ready Standards (ACCRS).

The school will implement sound procedures to ensure a cohesive operating and decision making process. The organizational hierarchy begins with the definitive governance by the Governing Board of AIM Higher College Prep Academy. The Governing Board's primary responsibility, aligned with the policies of the Arizona Department of Education and the Arizona State Board for Charter Schools, will be to set policy for the charter school. The Governing Board shall hire and delegate responsibilities to a School Leader to oversee the day-to-day management of the schools as well as promote the mission and vision of the school. The Governing Board will engage in a strategic planning process with the School Leader in monthly meetings. The School Leader's primary goal will be to ensure the quality and fidelity of the academic program by engaging in collaborative decision making with Administrative and Instructional staff. Additionally, the School Leader will be responsible for hiring and supporting qualified administrative and instructional staff, coordinating instructional programs, and interacting with parents and the community. Administrative staff will address needs of the instructional staff, ensure the facilities are safe and in good working order, enforce school policy, and interact with parents and students.Instructional staff will put into practice the academic program in order to engage students with critical and analytical thinking strategies.

In addition to the site based operational capacity described above, as part of a network, AIM Higher College Prep Academy will be able to lean on 20 years of charter operation experience. The future Central Office will provide services in the areas of Finance, Human Resources, Information Technology & Data Management, Fundraising, Food Service and Staff Recruitment to ensure the success of AIM Higher College Prep Academy. Staff at the future Central Office level have vast levels of expertise including backgrounds in Finance & Accounting, Network Administration, Public Policy, Fundraising, and Leadership Development which can be offered to AIM Higher College Prep Academy. The future Central Office will seek out additional staff as growth progresses to ensure the continuation of offering high quality services to the network schools.

AIM Higher College Prep Academy will allocate federal and state funding appropriately to support the school's instructional goals of high student achievement and ensure all special populations receive high

quality academic resources and support entitled to them in compliance with federal and state policies, procedures, provisions, and the school's mission. AIM Higher College Prep Academy's budget is the foundation for ensuring fiscal viability. The budgeting process will begin at least 3 months prior to the end of the fiscal year to allow for adequate planning time, review, and final approval from the Governing board. Revenue will be determined each year by student enrollment, and expenses will be allocated to support the academic program. The budget will be monitored by the Governing Board and School Leadership during monthly meetings to ensure all systems within the school receive appropriate human, material, and fiscal support. The collection of academic data will determine if the school is meeting the goal of preparing students for college and career and if adjustments need to be made; the collection of financial and resource data allows the school to implement those adjustments such as adding more staff in a particular grade or providing more material resources. Ultimately, all changes must be based on data the school is collecting.

To further ensure a successful start-up and long-term financial viability AIM Higher College Prep Academy has participated in the Charter Starter Program under the New Schools for Phoenix (NSP) initiative, and the NSP staff will assist in the application process and procurement of the Walton Family Foundation start-up grant. These funds will assist AIM Higher College Prep Academy with initial expenses of the school. AIM Higher College Prep Academy will also work with NSP staff to potentially apply for Charter School Growth Fund dollars in the future to expand its reach and impact of underserved students.

SECTION 10-3. OPERATIONAL CAPACITY, LESSONS LEARNED, AND MINIMIZE CHALLENGES

NFL YET College Prep Academy operates under Espiritu Community Development Corp., one of the first operating charters in Arizona. The historical lessons and adjustments set the foundation for continued growth and success.

During the last three years, the school has been an "A" or "B" rated school. NFL YET College Prep Academy was one of two schools (district and charter) in the Phoenix Union High School District boundary serving grades 9-12, having at least a 70% free and reduced lunch rate, which received an "A" rating last year. In addition, NFL YET College Prep Academy was named as a 2013 National Center for Educational Achievement Arizona Higher Performing School.

NFL YET College Prep Academy is in full compliance with ADE concerning SPED, ELL, and Federal Grant programs. Student data submissions are timely and accurate. The school maintains the required background check and fingerprint clearance documentation for all staff. The school provides a safe and secure environment by ensuring all buildings meet code, have the required certificates of occupancy, and a clean Fire Marshal report.

NFL YET College Prep Academy has maintained clean audit reports without significant deficiencies or material weaknesses. The school has maintained a debt coverage ratio of 1.5 over the last four years and has reduced its short-term liabilities by $400,000 during the same period. NFL YET College Prep Academy has sustained a count of approximately 300 students over the last five years implying a consistent revenue stream.

NFL YET College Prep Academy has demonstrated a readiness to replicate as a result of the school's longevity and more specifically through the lessons learned in the areas of accountability, fiscal responsibility, and consistent leadership. This resulted in the following proactive steps taken to avoid challenges in the school's continued operation and can be readily applied in the replicated school:

- Improved the culture and climate by implementing a Spirit Center
- Utilized the wisdom of the Mentor Leadership Program
- Implemented a sound budgeting process and the correct allocation of resources
- Implemented systematic processes and procedures
- Controlled growth with a systematic and organic progression
- Maintained consistent leadership and instructional staff
- Enhanced staff accountability
- Engaged staff with continuous professional development
- Promoted staff buy-in of the organization's mission and vision through collaborative decision making
- Engaged community participation

To help avoid and or minimize challenges in the replication school, AIM Higher College Prep Academy will participate in the Quality Schools Program and be a partner in the New Schools for Phoenix initiative, both under the Arizona Charter Schools Association. NFL YET College Prep Academy was an initial Quality Schools cohort member and has received a letter grade of at least a "B" in each year it was a participant. These forged partnerships will ensure proper staff training, adequate planning, and support through the growth into a network of schools. Participation in these initiatives will include support in training new staff and a partner in planning for increased complexity in operations and financial management.