

APPENDIX A

AMENDMENT REQUEST MATERIALS

1. GRADE LEVEL CHANGE WITH ENROLLMENT CAP AMENDMENT REQUEST
2. AMENDMENT DOCUMENTS

School Location Request

Charterholder Info

Charter Holder

Name:

Pan-American Elementary
Charter School

CTDS:

07-89-40-000

Mailing Address:

3001 West Indian School Road
Phoenix, AZ 85017

> [View detailed info](#)

Representative

Name:

Marta Pasos

Phone Number:

602-266-3989

Fax Number:

602-266-3979

Downloads

 [Download all files](#)

Current Address, Phone Number, and Fax Number

Physical Address

3001 West Indian School Road
Phoenix, AZ 85017

P: 602-266-3989

F: 602-266-3979

Mailing Address

3001 West Indian School Road
Phoenix, AZ 85017

P: 602-266-3989

F: 602-266-3979

New Address, Phone Number, and Fax Number

Please check all applicable boxes

Physical Address

Effective Date of Change

01/06/2020

New Physical Address

83rd Avenue & Thomas Rd.
Phoenix, AZ

Physical Phone Number

6022663989

Physical Fax Number

6022663979

New Mailing Address

3001 W. Indian School Rd.

Phoenix, AZ 85017

Mailing Phone Number
6022663989

Mailing Fax Number
6022663979

Attachments

Board Minutes

 [Download File](#) – Pan-American Charter School Board minutes approving the enrollment cap increase of 1,300 and location change to campus at 83rd/Thomas Rd.

Occupancy Documentation (Physical Address changes only)

 [Download File](#) – Current Buildings 1) Fire Marshall's Inspection Reports 2) Certificates of Occupancy 3)Site Plans 4)Certificates of Insurance Proposed Plans 1) Site Plans 2) Floor Plans 3) Pre-Development and Reimbursement Agreement4) Purchase Agreement

Narrative –  [Download File](#)

Additional Information

 [Download File](#) – -Occupancy Compliance Assurance and Understanding -Agricultural Land Regulation Assurance and Understanding -Staffing Chart -Leadership Staffing Chart -Enrollment Matrix

Additional Information*

No documents were uploaded.

Enrollment Cap

Is an Enrollment Cap Increase being added to this request?

Yes, an Enrollment Cap Increase is also being requested.

From:
850

To:
1,300

Narrative

 [Download File](#) – Pan-American Charter School is requesting that its enrollment cap be increased from its present 850 student cap to that of 1,300 students. With a present enrollment of 765, the school is now at 90% of its enrollment cap. The 1,300 student population is tentatively planned to be housed at two new campuses built on a single site located on the southwest corner of 83rd Avenue and Thomas Road, maintaining two separate buildings for the K-8 and 9-12 populations.

 [Download File](#) – Pan-American Charter School's three-year staffing projections.

Signatures

Charter Representative Signature
Marta Pasos 01/28/2019

Pan-American Charter School Location Change Amendment & Enrollment Cap Request

Rationale & Justification

In 2001, Pan-American Charter School was established to provide a quality education for low income students in the Maryvale and Metro Phoenix areas. At that time, the school had a single location at 3001 W. Indian School Road in Phoenix, AZ, which served a K-6 student population. Since opening, Pan-American has incrementally expanded its grade offerings to ultimately provide a full K-12 educational services. The current K-12 student population of approximately 765 students are housed across three campuses, all within a close vicinity of each other. Despite their nearness, operating three separate sites as one school is not ideal has its academic and operational challenges.

In addition to streamlining its operations, the school also seeks to provide its student body with facilities that better support its academic programs and accommodate extracurricular activities. While the school's current retrofitted properties have served its purposes well, Pan-American Charter School wishes to give the community a facility that meets public expectations of an established educational institution and a 'home' that its exceptional students can be proud of.

Pan-American Charter School wishes to relocate all current students, as well as an increase of prospective students onto a single master-planned site. *Pan-American Charter School is requesting that its enrollment cap be increased from its present 850 student cap to that of 1,300 students. With a present enrollment of 765, the school is now at 90% of its enrollment cap. The 1,300 student population is tentatively planned to be housed at two new campuses built on a single site located on the southwest corner of 83rd Avenue and Thomas Road, maintaining two separate buildings for the K-8 and 9-12 populations.*

The project is intended to be financed through a tax-exempt bond sale. The school's eligibility has been vetted by reputable underwriters who have expressed confidence in the potential sale of the bond. Preliminary work has been completed and the application is in process, but its submission ultimately depends upon the decision of the Arizona Board for Charter Schools to increase the enrollment cap.

Additionally, pre-design work has been completed for the site and its buildings. *Preliminary architectural plans comfortably provide ample instructional space for 1,300 students, along with play grounds, gymnasiums and sports fields. The anticipated timeline would place new campus occupancy at the second semester of the 2019-20 school year, approximately January of 2020.*

A change to the proposed location of 83rd Avenue and Thomas Road would move the school closer to the majority of Pan-American's current students. The bulk of existing K-12 students live within the core of the Maryvale area. Six bus routes presently transport students from as far south as Mc Dowell Road and 91st Avenue and as far north as Bethany Home Road and 75th

Avenue to the school's three campuses located at approximately I-17 and Indian School Rd. This has been the case for over fifteen years, demonstrating a willingness to travel far distances for quality education. Free bus transportation will continue to be made available for areas that are currently served.

For reasons of maintaining academic rigor, communicating expectation and preserving school culture, Pan-American plans on a gradual enrollment build up to the full 1,300 students. In addition, the school wishes to project conservative growth estimates for budgetary purposes. In its bond application, Pan-American will request five years to reach full capacity. This puts the three-year projection at a lower number, totaling 1,100 or an increase of approximately 44%. The prospective term sheet will be proportionally staggered through the fifth year. This conservative slow growth model estimates an approximate 16% increase across the initial three years. With current K-8 enrollment averaging 67 students by grade, Pan-American is already at two-thirds of its ultimate desired capacity within its elementary and middle school grades. This year's seventh grade is the school's largest cohort at 78 students. Its current eighth grade class is at 74 students, leaving the school little time to raise capacity.

Considering Pan-American's track record of retaining students and families from one year to the next (over 90% return rate in the last two years), the school does not anticipate losing a considerable number of students. Most of this attrition is due to the loss of 8th graders moving to larger district high schools. *Thus, the school does not expect to see a significant loss of enrollment due to the move and calculates that it will retain a minimum of 90% of its present students.* In addition, Pan-American expects to ultimately attract many of the promoting 8th graders that presently attend surrounding K-8 charter school into its high school.

Pan-American has seen steady growth since being established despite modest efforts to actively advertise or recruit students. Early recruitment practices proved highly effective, but the school has largely grown through parent testimonials and on the merits of its strong and lasting reputation. Parents also appreciate the safe and wholesome environment provided by the school, creating an appropriate setting for academic and character development. This remains a considerable selling point for parents.

Future enrollment campaigns would rely heavily on previously proven in-person recruitment. 'Street Team' marketing, made up of school staff and parents would be utilized to advertise in neighborhoods, parks and community events. The school does and will continue to host events such as robotics competitions, community music program concerts, civic engagement activities, regular Girls Scout meetings and parent language classes. This allows the school to share its resources with the community, while exposing it potential students and parents. The power of online social networking will also be strategically employed to deliberately leverage the already thousands of current and former Pan-American families. The community at large will be notified of the new school location through multiple means. Upon securing the land, Pan-American will post a billboard announcing the grades to be served along with the opening date. Direct mailing advertisements will be sent out to neighboring residences, as well as more some targeted emailing via services such as Constant Contact or Mail Chimp. Lastly, school staff will attend

community events to introduce the school to the ‘neighborhood’ and distribute literature. As always, bilingual outreach will be key in connecting with the community..

A comparison between zip codes of Pan-American’s current campuses (85017 & 8015) and the projected location (85033) reveal a similarity in household income. The average of the current zip codes median household income is \$38,059, compared to \$38,972 in the 85033 zip code. Maryvale is over 76% Hispanic, a population that has traditionally been the school’s student demographic. The proposed location’s ethnic demographic varies slightly from the demographics of the current campuses (85017 & 85015). Area code 85033 has a fewer percentage of Caucasians and a greater proportion of Hispanics, while the African-American populations are not significantly different.

Ethnicity	Combined Unweighted Average Zip Codes (85017 & 85015)	85033
Hispanic or Latino	56.6%	78.3%
Caucasian	26.2%	14.3%
African-American	6.9%	4.6%

Pan-American’s student population has a greater Hispanic population than its zip codes would indicate, with 97.8% of its students being Hispanic. However, Pan-American Charter School has always employed a very culturally diverse teaching staff and embraces people of all cultures, nationalities and religion. Many of Pan-American’s long standing teaching staff and administration are first generation college graduates, ethnic minorities, American immigrants and themselves come from communities of need. Thus, the school’s outreach and communications are always strategic and mindful of population diversity.

Increasingly, middle school students are electing to enroll in our high school program. In the last four years the school has gone from retaining 40% to 60% of its eight graders into its high school. This year’s freshman class also saw twenty new enrollees, twice the number as had been seen prior. This is due largely to the development of AP classes, college and career supports, extracurricular clubs, success of sports program and increased parent outreach. Continuation these services rely upon a large enough enrollment to accommodate such diverse options. Raising the existing enrollment cap from 850 to 1,300 students is critical to the sustainability of Pan-American’s high school program.

Current high school students live in the areas of the Phoenix Union School District. If not for Pan-American, the majority would attend Trevor Browne, Maryvale, Alhambra, Betty Fairfax, Carl Hayden and Central high schools, three of which received Cs on Arizona’s most current report card, while the other Ds. Analysis shows the 10 nearest district schools serving K-8th student populations in the area of the projected new location (85033) as follows having similar letter-grade profiles, with a few notable exceptions.

	School Name	Grades	Letter Grade	Free & Reduced %
1	Raul H. Castro Middle School	6 th - 8 th	D	94%
2	Amberlea Elementary School	PK - 8 th	D	75%
3	Manuel Pena Jr. School	KG - 5 th	C	87%
4	Desert Horizon Elementary School	PK - 8 th	C	87%
5	Desert Oasis Elementary School	PK - 8 th	B	83%
6	Starlight Park School	KG - 8 th	C	85%
7	Pendergast Elementary School	PK - 8 th	C	85%
8	Estrella Middle School	6 th - 8 th	C	84%
9	Sheely Farms Elementary School	PK - 8 th	D	86%
10	Rio Vista Elementary School	K - 8 th	B	85%
11	Trevor Browne High School	9 th - 12 th	D	88%
12	Maryvale High School	9 th - 12 th	C	89%
13	Alhambra High School	9 th - 12 th	C	86%
14	Betty Fairfax	9 th - 12 th	C	58%
15	Carl Hayden High School	9 th - 12 th	D	93%
16	Central High School	9 th - 12 th	D	92%

Pan-American Charter School Free Reduced Percentage 97%

Pan-American Charter School School Year (SY)	AZ Letter Grade	Test
2010-11	A	AIMS
2011-12	B	AIMS
2012-13	C	AIMS
2013-14	B	AIMS
2014-15	N/A	AZMerit (pilot/safe harbor)
2015-16	N/A	AZMerit (pilot/safe harbor)
2016-17	B	AZMerit
2017-18	C*	AZMerit (appeal/ CCRI incorrect data)

Pan-American Charter has consistently received a B grade since the report card was established, with two exceptions, when it once earned an A and C grade. *Currently, Pan-American is appealing its C grade on the grounds of 'incorrect data.' Some College and Career Readiness Indicators were not accounted. The Arizona Department of Education denied the school's request to include 2.7 omitted points earned for 'career and technical education' (CTE) course offerings and for 50% of all graduates meeting the Arizona Board of Regents program of study requirements. The school's total Hybrid points would have equaled 72.17%, exceeding the State's 'B' cut score of 70.02%. Instead, Pan-American's score is currently listed as 69.47%. Pan-American also holds a 93% four-year high school graduation rate, compared the Arizona's 78% average. The school has worked diligently to ensure that its students don't reflect Maryvale's concerning statistic of 39% of the population not having a high school diploma. The community is currently home to over 80,000 residents below the age of 18. Pan-American Charter School desires to increase its capacity to provide high-quality education to these youth.

Staffing/Organizational Preparedness

Pan-American Charter School's preparations for capacity building have been ongoing for the past few years. Preparedness in areas of academics, organizational leadership and finances have been the primary focal points. To ensure that Pan-American retains its standard of excellence, the school has refined its teacher's professional development program. One of the professional development's objectives has been to ensure that all teachers are proficient in analyzing and using academic data to improve student outcomes. This is being accomplished through the participation in the Arizona Charter School Association's Quality School Program. Teachers effectively track student proficiency and adjust the pacing of curriculum to ensure all standards are mastered. 'Professional Learning Communities' have been established, providing a format for teacher collaboration. In these PLC groupings, teachers within grade levels or departments meet to discuss data trends and individual student needs. Tiered interventions are based on data. Students are provided critical support when found in need. Critical supports include pull-out interventions, after school tutoring, Saturday school and summer school opportunities. Overall, Pan-American continues to provide 150 hours of additional instruction beyond the 180 regular school days for its most academically at-risk students. Professional development focuses on implementing the school's curricular and instructional framework. This framework guides teachers through a process of monitoring and adjusting content and instructional strategies throughout a school year. It also contains a student monitoring component that prevents struggling students from going unnoticed. The professional development and refined educational processes are scalable and ensure Pan-American's ability to grow its enrollment while continuing to make essential academic gains.

Providing quality professional development is one way to increase teacher effectiveness, but also professional satisfaction. Creating and retaining a content teacher workforce establishes institutional stability. Pan-American Charter School considers itself to be ‘teacher friendly,’ meaning that decisions are made with teachers’ perspective in mind. The average teacher salary for the 2018-19 school year is \$46,817.29. Pan-American’s school board unanimously agreed to increase all instructional salary by 10% last year. All fulltime employees are also offered generous health insurance benefits, with a monthly school contribution of over \$600. An employer match of up to 4% of employee salary is also offered in the school’s 401k retirement program. Most importantly, Pan-American has created an environment that respects the professional authority of teachers. This has produced a positive reputation in the teaching community. It is common for new applicants to come based off of referrals from current staff. Teacher retention averages over the last three years are approximately 73%. Added efforts for teacher recruitment are made through professional networking and web-based staffing platforms and the ADE website. Extensive discussions are typical prerequisites formal interviews, taking sufficient time to evaluate mission alignment.

Pan-American Charter School has also positioned itself for healthy and sustainable growth by establishing a ‘leadership pipeline’, developing its most successful and able teachers into school leaders. Each of Pan- American’s three campuses have a site-specific administrator to aide in practical and qualitative oversight. The founder and director, Marta Pasos, has always recruited instructional leaders from within the school. The assistant principal and three site administrators have a combined average of 12.5 years as teachers and 6 years as Pan-American administrators. Continual training and learning opportunities are provided to the school’s leadership to strengthen their knowledge base and skill sets. Each site leader is currently undergoing a multi-year training as evaluators under Charlotte Danielson Framework. This additional layer of leadership accommodates the growth that the school is preparing for.

Efficient and accurate administration of state and federal reporting, program compliance, grant management, state testing, purchasing, scheduling and parent communications is paramount. Pan-American Charter School takes great pride in its clean administrative track record. Its administrative secretarial staff in highly competent and diligent. Annual training calendars are established and cross-training staff is common practice. Materials and communications are always produced in both English and Spanish to accommodate parents and the community.

Resources

Pan-American Charter School updated its ELA and Math curriculum in the 2015/2016 SY for grades K-12. In 2016-17 school year, it also updated the ELA curriculum for grades 7-12. These new materials allowed the school to provide quality curriculum that was aligned to the updated Arizona standards. Use of the new ELA and math curricula, Reading Street (K-6), Envision Math (K-5), Glencoe Math (6-12), and My Perspectives (7-12) were successfully implemented and supported through ongoing trainings and professional development. Much of the curriculum will be renewed for the next six years through school-wide Title 1 funds upon efficacy evaluation. Along with the purchase of each program, several resources were also purchased to provide support to students, teachers, and resource staff. Materials include intervention supplements, leveled readers, manipulatives and an online components for students and staff. My ELD companion was also purchased to support our English Learners in grades 7-9.

Additional content specific materials will be thoroughly researched by the administrators, teachers and the school board to ensure Arizona State Standards are being met. A variety of supplemental instructional resources including math, digital curriculum resources, science labs, and The ActivClassroom by Promethean resources will be used in conjunction with our current Promethean Boards. Elective classes that are offered in the high school will have the required resources including, but not limited to sports equipment for P.E, musical instruments, art supplies and technological resources for the computer science, robotics and engineering courses. General funds will be used to continue the use of these educational materials. When available, the school will apply for competitive grants and solicit private donations.

New Chrome Books and Chrome Carts were purchased to serve our students in grades K-12. Chrome Books are used for the integration of curricular instruction and student evaluation. The current device to student ratio is approximately 1:1.5. Pan-American will commit to maintaining or improving upon these ratios, ensuring abundant technological access their students. Galileo (pre/post, benchmark testing, formative assessment), I-Ready (skill-based diagnostic/intervention), Rosetta Stone (EL instructional supplement), Plato Web (credit recovery) and Study Island (instructional supplement) software has been purchased to support data driven instruction. Additional licenses will be purchased to meet increased enrollment. Pan-American Charter School maintains a strong commitment to adequately equipping teachers and students with materials and resources relevant for 21st century learning.



Arizona State Board for Charter Schools

Staffing Chart

Complete the table to provide the current and anticipated staffing for the school(s) operated by the Charter Holder. Include staff members needed if the request is granted.

Directions*:

- In each box under the “Number of Staff Members” columns, identify the number of staff members for each position/category for the current and upcoming three fiscal years.
- Copy and paste the chart for each school operated by the Charter Holder.

School Name:				
Number of Staff Members				
Position	Current - FY	Anticipated - FY	Anticipated - FY	Anticipated - FY
Administration				
Teachers/Instructional Staff				
Kindergarten				
1 st Grade				
2 nd Grade				
3 rd Grade				
4 th Grade				
5 th Grade				
6 th Grade				
7 th Grade				
8 th Grade				
9 th Grade				
10 th Grade				
11 th Grade				
12 th Grade				
Specialty Staff (Music, Art, PE, etc.)				
Special Education				
Paraprofessional				
Additional Staff				
List title:				
List title:				
List title:				
Total Number of Staff Members				

Continue on page 2: Leadership Staffing Chart

