



# LEADERSHIP ACADEMY OF ARIZONA

## Board Policy Manual

Board of Directors as Corporate Board and Start-Up Charter-School Governing Body

Adopted by: Board of Directors

Adoption Date: February 19, 2026

Effective Date: February 19, 2026

Annual Review Month: June

Manual Owner: President

*Approved campus to be inserted following ASBCS approval and site control.*

*This manual is intended to align with LA of AZ's Articles of Incorporation, Bylaws, signed Conflict of Interest Policy, Board Resolution, charter application materials, Arizona charter-school requirements, and IRS tax-exempt organization standards. It should be reviewed by Arizona charter counsel before final publication or operational use.*

## Board Adoption and Certification

The Board of Directors of Leadership Academy of Arizona adopts this Leadership Academy of Arizona Board Policy Manual as the governing policy framework for the Corporation and, during start-up, for the charter-school governing body functions of the Board. The Board of Directors will act as the legally accountable governing body for both corporate governance and charter-school governance at start-up, unless and until the Board later constitutes a separate Governing Board under Article VI of the Bylaws.

Item	Adopted Standard
Adopting body	Board of Directors only
Adoption date	February 19, 2026
Effective date	Same as adoption date
Manual title	Leadership Academy of Arizona Board Policy Manual
Manual owner	President
Annual review month	June
Start-up governance model	One Board of Directors for corporate and charter-school governance at start-up
Approved campus	Approved campus to be inserted following ASBCS approval and site control

Board approval: \_\_\_\_\_ Date: \_\_\_\_\_

Secretary certification: \_\_\_\_\_ Date: \_\_\_\_\_

*Source alignment: Articles of Incorporation; Bylaws; Board Resolution dated February 19, 2026; signed Conflict of Interest Policy.*

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*Source alignment: Use Word's References > Table of Contents command to insert a dynamic page-numbered table after final legal review if desired.*

# Part 1. Source Review, Definitions, and Manual Scope

## Policy 1.01. Source Review Summary

This manual has been updated using the source documents and user decisions supplied for Leadership Academy of Arizona. It is designed to be internally consistent with the Corporation’s source documents and to avoid treating draft outreach, handbooks, or operating models as controlling Board policy unless expressly adopted by the Board.

- The Articles of Incorporation establish Leadership Academy of Arizona as an Arizona nonprofit corporation organized for charitable and educational purposes, with the character of affairs to operate a public charter school.
- The Bylaws authorize the Board of Directors to manage the business and affairs of the Corporation, establish the Founder’s approval rights, identify officer roles, and provide for a future Article VI Governing Board if the Board later constitutes one.
- The Board will use one Board of Directors for corporate and charter-school governance at start-up. A separate Governing Board is not created by this manual.
- The signed Conflict of Interest Policy governs disclosure, recusal, compensation review, annual statements, minutes documentation, and Arizona conflicting-interest transaction compliance.
- The Board Resolution authorizes submission of the new charter application to ASBCS and designates the President/Charter Representative for application and contract-related actions authorized by the Board.

*Source alignment: Articles of Incorporation; Bylaws; Conflict of Interest Policy; Board Resolution; ASBCS administrative-completeness letter; New Charter Application Instructions 2026.*

## Policy 1.02. Manual Scope

This manual governs Board-level authority, oversight, fiduciary controls, public meeting practices, ethics, finance, contracts, policy adoption, and charter-school accountability. It does not replace administrative procedures, staff handbooks, student/family handbooks, curriculum guides, individual contracts, grant requirements, or sponsor directions.

- The Board may adopt or revise operational policies separately and incorporate them by reference.
- Policies referenced in this manual remain separate controlling documents once adopted by the Board.
- If a separate Governing Board is later created under Article VI of the Bylaws, this manual must be reviewed and amended to divide authorities clearly between the Board of Directors and Governing Board.

## Policy 1.03. Key Definitions

Term	Meaning in this Manual
Board or Board of Directors	The Leadership Academy of Arizona Board of Directors, acting as corporate board and start-up charter-school governing body unless a separate Governing Board is later constituted.
Corporation	Leadership Academy of Arizona, an Arizona nonprofit corporation.
School	The proposed Leadership Academy of Arizona K-8 Arizona public charter school.
President	The corporate President and paid top administrator during start-up, subject to Board oversight and conflict-of-interest controls.
Founder	The Founder, as recognized in the Bylaws, serving as a voting director and holding Founder approval rights as set forth in the Bylaws.

Secretary-Treasurer	The corporate officer responsible for minutes, records, finance oversight, and duties assigned under the Bylaws.
Vice President	The corporate officer supporting governance continuity and acting as assigned by the Board.
Interested person	A person covered by the Conflict of Interest Policy who has a direct or indirect financial interest in a transaction or arrangement.

## Part 2. Legal Identity, Mission, Values, Charter Status, and Source Hierarchy

### Policy 2.01. Legal Identity and Purpose

Leadership Academy of Arizona is an Arizona nonprofit corporation organized and operated for charitable and educational purposes and to operate a public charter school. The Corporation has no members. The Board shall operate the Corporation consistent with its Articles, Bylaws, charter application, future charter contract, 501(c)(3)-style limitations, nondiscrimination commitments, and public-school obligations.

- The Corporation shall not permit private inurement or private benefit inconsistent with tax-exempt standards.
- The Corporation shall not participate or intervene in political campaigns and shall follow restrictions on lobbying and political activity applicable to 501(c)(3) organizations.
- The Corporation shall maintain corporate records, board minutes, financial records, conflict disclosures, and authorizer compliance records in an organized and audit-ready manner.

*Source alignment: Articles of Incorporation Sections 1-4 and 13; Bylaws Articles I-II and VIII.*

### Policy 2.02. Mission, Identity, and Values-Academy Language

The Board recognizes Leadership Academy of Arizona as a tuition-free K-8 public charter school model built around Academic Excellence, Youth Leadership Development, and Enriched Education. The Board may describe the School as a values academy in a carefully limited, public-charter-appropriate manner: the School culture will emphasize respect, responsibility, integrity, self-discipline, gratitude, service, safety, structure, strong academics, family partnership, and leadership development.

This values language is mission and culture language only. It shall not be used to deny enrollment, discriminate, impose religious tests, promote partisan political activity, suppress lawful viewpoints, or conflict with the Corporation’s nondiscrimination commitments, 501(c)(3) limitations, or Arizona public charter-school obligations.

- The Board shall preserve fidelity to Academic Excellence through standards-aligned curriculum, data cycles, intervention, and assessment oversight.
- The Board shall preserve fidelity to Youth Leadership Development through a schoolwide culture and instructional model that teaches leadership as learnable behavior.
- The Board shall preserve fidelity to Enriched Education by protecting art, music, physical education, technology, Spanish, service, and other enriching experiences as budget and operations allow.

- Public communications may describe the School’s wholesome values-based culture, but board policy must remain inclusive, nonpartisan, nonsectarian, and legally compliant.

*Source alignment: A.1 Educational Philosophy; Parent Q&A; LAAZ Pitch; Articles of Incorporation nondiscrimination and 501(c)(3) limitations.*

### Policy 2.03. Charter Status and Sponsor Accountability

The Board shall track the ASBCS application, Technical Review Panel process, applicant interview, Board consideration, contract negotiation, pre-opening requirements, and performance-framework obligations. Until ASBCS approval and site control are complete, all facility references in Board policy shall use the phrase “approved campus to be inserted.”

- Maintain a compliance calendar for ASBCS, ADE, Arizona Auditor General, IRS, Arizona Corporation Commission, public records, Open Meeting Law, audit, budget, insurance, and annual reporting deadlines.
- Upon charter approval, review the charter contract and amend this manual to reflect sponsor conditions, procurement exemptions if any, pre-opening deliverables, and site-specific requirements.
- Do not treat stakeholder-facing plans, pitch documents, or exploratory facility concepts as binding obligations unless approved by Board action.

*Source alignment: ASBCS letter; Board Resolution; Davis-Monthan Concept Memorandum; New Charter Application Instructions 2026.*

### Policy 2.04. Source Hierarchy

If documents conflict, the controlling order is: federal and Arizona law; the charter contract and sponsor requirements; the Articles of Incorporation; the Bylaws; Board-adopted policies and resolutions; Board-approved handbooks and operational policies; administrative procedures; and nonbinding planning/outreach materials.

## Part 3. Governance Structure, Board Authority, Founder Rights, and Delegation

### Policy 3.01. Start-Up One-Board Governance Model

At start-up, Leadership Academy of Arizona will use one Board of Directors for both corporate governance and charter-school governing body responsibilities. The Board of Directors is the legally accountable governing body of the Corporation and, during start-up, the governing body responsible for charter-school policy, budget, compliance, and oversight decisions. No separate nonvoting participants are recognized by this manual.

- The Board governs by policy, fiduciary oversight, legal compliance, strategic direction, financial stewardship, and performance accountability.
- The Board delegates day-to-day implementation to the President and other Board-authorized administrators, employees, contractors, or service providers.

- The Board does not manage daily classroom operations, but it retains authority to approve budgets, material contracts, school policies, the President’s employment and evaluation, compliance plans, and major strategic decisions.

*Source alignment: Bylaws Article IV; B.2 School Governing Body; user-approved governance decision.*

### Policy 3.02. Future Article VI Governing Board

The Bylaws authorize the Board of Directors, at the appropriate time, to designate five individuals to serve as an executive committee recognized as the Governing Board of the charter school. This manual does not create that separate Governing Board at start-up. If the Board later creates it, the Board shall adopt a resolution, appoint members with Founder consent as required, define delegated authority, and amend this manual before the body begins exercising authority.

- The future Governing Board, if constituted, shall have only the policy, budget, and school responsibilities delegated to it and shall not govern broader corporate affairs.
- The Board must resolve the Article VI five-member/staggered-term drafting issue before seating a separate Governing Board.
- At no time may more than one Board of Directors member also serve on the separate Governing Board if it is created.

*Source alignment: Bylaws Article VI.*

### Policy 3.03. Founder Approval Rights

The Founder is recognized under the Bylaws and serves as a voting director. Founder approval rights shall be documented in writing whenever required by the Bylaws, including director appointment, vacancy, removal, and future Governing Board appointment or replacement actions.

- Founder consent shall be maintained in the official corporate records.
- Founder approval rights do not excuse the Board from fiduciary duties, charter accountability, conflict-of-interest requirements, or disinterested decision-making when a conflict exists.
- The Founder shall not vote on matters from which he is recused under the Conflict of Interest Policy or applicable law.

*Source alignment: Bylaws Sections 4.2, 4.3.10, 4.11, 4.14, and Article XI; Conflict of Interest Policy.*

### Policy 3.04. Current Directors, Officers, Terms, Meetings, and Quorum

Role	Name	Voting Status	Term Rule
President / Founder / Director	President	Voting director	Five-year director term or until successor is duly elected, as provided in the Bylaws
Vice President / Director	Vice President	Voting director	Five-year director term or until successor is duly elected, as provided in the Bylaws
Secretary-Treasurer / Director	Secretary-Treasurer	Voting director	Five-year director term or until successor is duly elected, as provided in the Bylaws

- The Board shall have not fewer than three and not more than five directors unless the Bylaws are amended.
- Regular Board meetings shall occur monthly during start-up and at least quarterly after opening or after the Board determines that quarterly meetings are sufficient.

- A quorum is a majority of the directors in office.
- The act of a majority of directors present at a meeting with a quorum is the act of the Board unless a greater number is required by law, Bylaws, conflict policy, or Board policy.
- The Board may act without a meeting only by unanimous written consent when permitted by law and not inconsistent with Open Meeting Law requirements applicable to charter-school governing body business.

*Source alignment: Articles of Incorporation Sections 7 and 9; Bylaws Article IV; user-provided roster and officer decisions.*

### Policy 3.05. Reserved Powers and Delegation

The Board reserves all powers not expressly delegated. Delegation is never a waiver of Board oversight responsibility. The President may implement Board policy and sign routine documents within Board-approved authority, but the Board retains final approval over major governance, finance, employment, facility, and charter matters.

Decision Area	Board-Reserved Authority	Delegated Implementation
Mission / charter	Approve mission changes, charter application/contract matters, amendments, and sponsor submissions requiring board action.	President may prepare submissions and communicate with ASBCS within Board authorization.
Budget / finance	Approve annual budget, material amendments, debt, reserves, audit, bank accounts, and major expenditures.	President and Secretary-Treasurer implement approved controls.
Contracts	Approve contracts above threshold, related-party transactions, debt, leases, real estate, multi-year commitments, and high-risk contracts.	President may execute routine or Board-approved contracts within authority.
Employment	Hire, evaluate, compensate, discipline, or terminate the President; approve salary schedule and employee handbook.	President manages employees and contractors within approved budget and policies.
Policies	Adopt and amend Board policies, handbooks, enrollment, discipline, ELL/SEI, ESS/504, transportation, food service, and safety policies.	President implements and recommends policy revisions.

## Part 4. Board Membership, Officers, Training, Ethics, and Conflicts

### Policy 4.01. Board Recruitment and Independence

The Board may expand from three to four or five directors within the Bylaws. Recruitment shall be skills-based and mission-aligned, prioritizing education leadership, finance/audit, law/compliance, facilities, community engagement, family partnership, military-connected family understanding, and nonprofit governance. Candidates shall complete background, conflict, and onboarding requirements before service where practicable.

### Policy 4.02. Corporate Officers

The corporate officers are President, Vice President, and Secretary-Treasurer, consistent with the Articles and Bylaws. The Board may create other offices by resolution. Board titles such as Chair may be used informally only if they do not conflict with the Bylaws or Board resolutions.

Office	Current Officer	Core Duties
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President	President	Chief start-up administrator; Board-designated Charter Representative; implements Board policy; prepares agendas and minutes during start-up; manages daily administration within Board authority.
Vice President	Vice President	Supports governance continuity; acts as assigned by the Board; may participate in finance, contract, emergency, and evaluation controls as a disinterested officer when appropriate.
Secretary-Treasurer	Secretary-Treasurer	Custodian of records; finance oversight with President subject to Board control; minutes, notices, corporate records, accurate books, and review of disbursements and reimbursements.

*Source alignment: Articles Section 9; Bylaws Article V; Bylaws Section 5.7; user-provided officer decisions.*

### Policy 4.03. Board Training and Onboarding

- Each director shall receive the Articles, Bylaws, Conflict of Interest Policy, Board Policy Manual, charter application summary, current financial reports, compliance calendar, and recent Board minutes.
- Training shall include fiduciary duties, Open Meeting Law, public records, charter-school governance, finance and procurement, conflict of interest, student privacy, special populations, school safety, and ASBCS performance frameworks.
- Board members shall complete annual acknowledgments and conflict disclosures.

### Policy 4.04. Conflict of Interest, Compensation, and Related-Party Transactions

The Board shall follow the signed Conflict of Interest Policy. Directors, principal officers, and members of any committee with Board-delegated powers shall annually sign a conflict statement. Interested persons must disclose actual or possible conflicts, may provide factual information if requested, and must leave the meeting during discussion and vote on the conflicted matter.

- A voting Board member who receives compensation from the Corporation is precluded from voting on matters pertaining to that member’s compensation.
- Compensation for the President or any disqualified/interested person shall be approved in advance by disinterested directors, supported by comparability data when reasonably available, and documented contemporaneously in the minutes.
- Related-party transactions require disclosure, recusal, disinterested review, documentation of alternatives or fairness, and approval only if the Board determines the transaction is in the Corporation’s best interest, for its benefit, and fair and reasonable.
- If insufficient disinterested directors are available, the Board shall obtain legal guidance before proceeding.

*Source alignment: Conflict of Interest Policy Articles I-IX; Bylaws Article XII; IRS 501(c)(3) and excess benefit standards.*

### Policy 4.05. No Standing Committees at Start-Up

No standing committees are established at start-up. The Board may create an ad hoc or standing committee only by Board action and written charter. Unless the Board expressly delegates authority in writing and the delegation is lawful, committees are advisory only. Committee meetings shall comply with Open Meeting Law when the committee is a public body or is acting for the Board in a manner that triggers public meeting requirements.

- The Board may create a Finance/Audit, Governance, Academic Excellence, Facilities, School Safety, Community/Family Engagement, or Executive Committee later if operational needs justify it.
- Committee charter templates are included for future use only.
- No committee may override the Board, the Bylaws, conflict-of-interest requirements, or sponsor/legal requirements.

### Policy 4.06. Board Confidentiality and Conduct

- Board members shall preserve confidential student, employee, legal, security, procurement, and executive-session information.
- Board members shall act through Board action, not individually, except where specifically authorized.
- Board members shall avoid serial communications that could violate Open Meeting Law and shall use official communication channels for Board business when practicable.
- Board members shall support lawful public transparency while protecting student privacy, employee privacy, attorney-client privilege, and legally confidential information.

## Part 5. Meetings, Open Meeting Law, Public Comment, Records, and Communications

### Policy 5.01. Open Meeting Law Applicability

Because the Board of Directors is serving as the start-up charter-school governing body, meetings at which Board members discuss, consider, or decide charter-school business shall be noticed and conducted in compliance with Arizona Open Meeting Law unless counsel determines a specific meeting is not subject to those requirements. The Board will default to public-meeting practices for charter-school business.

- Final legal action shall occur in public session.
- Executive sessions may occur only for lawful purposes and after a public vote citing the applicable authority.
- Board members shall avoid deliberation by email, text, serial conversations, or group messaging outside properly noticed meetings.

### Policy 5.02. Meeting Calendar and Standing Agenda

The Board shall meet monthly during start-up and at least quarterly later unless the Board continues monthly meetings by resolution. Standing agenda topics should include call to order, roll call/quorum, public comment, minutes, President report, finance/budget, compliance/authorizer updates, academic/program updates, facilities/start-up items, policy items, executive session if needed, action items, future agenda items, and adjournment.

### Policy 5.03. Notice, Agenda, and Posting

Requirement	LA of AZ Standard
Website posting location	<a href="https://leadershipaz.org/">https://leadershipaz.org/</a>
Physical posting location	Approved campus to be inserted following ASBCS approval and site control; until then, not yet determined.
Agenda posting responsibility	President

Agenda specificity	Agendas must list specific matters to be discussed, considered, or decided.
Public access	Meeting notices must identify physical and/or virtual access instructions as applicable.

The Board shall preserve proof of posting with the meeting packet. If a meeting is a purely private corporate board meeting not involving charter-school governing body business, the Board shall consult counsel before deviating from public-meeting format.

### Policy 5.04. Public Comment

Public comment shall be available at regular public Board meetings. Public comment is not a question-and-answer session, and the Board generally may not discuss or act on items raised during public comment unless the matter is properly noticed on the agenda. Each speaker is limited to two minutes unless the presiding officer announces a different viewpoint-neutral rule before public comment begins.

- Rules must be reasonable, uniform, and viewpoint-neutral.
- The Board may stop comments that are actually disruptive, threatening, unlawful, or prevent the meeting from proceeding.
- Speakers should not disclose confidential student, medical, personnel, safety, or legally privileged information.

### Policy 5.05. Minutes, Recordings, and Records Retention

Item	Standard
Minutes responsibility	President during start-up unless delegated by the Board.
Meeting recordings	No routine recordings. Written minutes will be maintained unless the Board directs otherwise or recording is required for a specific purpose.
Minute content	Date, time, location/access, members present/absent, motions, votes, public comment summary, executive-session citation, and adjournment time.
Retention	Agendas, proof of posting, minutes, packets, exhibits, written consents, conflict disclosures, and executive-session records shall be retained in official records.

### Policy 5.06. Executive Sessions

- Executive sessions require a public vote and proper statutory citation.
- No final legal action may be taken in executive session except instructions to attorneys or representatives as allowed by law.
- Executive-session confidentiality shall be maintained by all participants.
- Minutes or records of executive sessions shall be kept and protected as required by law.

### Policy 5.07. Public Records and Communications

Item	LA of AZ Standard
Public records request email	records@leadershipaz.org once active; until then, info@leadershipaz.org.
Public records custodian	Public Records Custodian / Public Records Contact. President during start-up unless delegated by Board action; Secretary-Treasurer remains corporate records custodian under the Bylaws.
Board spokesperson	President unless the Board designates another spokesperson.
Records log	Maintain the Public Records Request Log in Appendix K.

Public records responses shall protect student records, personnel privacy, security-sensitive information, attorney-client privilege, executive-session confidentiality, and other legally protected information.

## Part 6. Finance, Budget, Procurement, Contracts, Audit, and Risk Controls

### Policy 6.01. Fiscal Year and Financial Oversight

The fiscal year of the Corporation shall end on June 30 unless otherwise provided by Board action. The Board shall approve the annual budget, monitor financial reports, review cash flow and enrollment assumptions, and maintain controls that protect public funds and charitable assets. The Secretary-Treasurer, together with the President and subject to Board control, has general supervision of the finances as provided in the Bylaws.

- Monthly during start-up and at least quarterly thereafter, the Board shall review budget-to-actuals, cash position, cash-flow forecast, accounts payable, enrollment-to-budget comparison, grants status, major contracts, and compliance items.
- Financial books shall be complete, accurate, available for proper director inspection, and audit-ready.
- The Board shall adopt and periodically review a reserve policy.

*Source alignment: Bylaws Sections 5.7, Article VIII, and Article IX; Arizona Auditor General charter-school guidance.*

### Policy 6.02. Budget Adoption and Amendments

The Board approves the annual budget and material amendments. Budgets shall align to enrollment assumptions, staffing, compensation, contracted services, special populations, facilities, academic systems, and compliance obligations. No expenditure may be approved solely because it is budgeted; all expenditures remain subject to procurement, conflict, cash-control, and contract-approval rules.

- The President and business/finance provider prepare budget drafts and assumptions.
- The Secretary-Treasurer reviews budget assumptions, cash position, and internal controls before Board action where practicable.
- Board approval is required for budget amendments exceeding \$10,000 in a line item or 5% of the approved line item, whichever is lower, unless an emergency purchase is later ratified by the Board.

### Policy 6.03. Financial Controls and Approval Thresholds

The following thresholds are adopted as conservative start-up controls. They are intended to align with Arizona charter-school procurement expectations, IRS 501(c)(3) private inurement/excess-benefit protections, and practical segregation-of-duties standards for a small start-up board. The Board may amend these thresholds by resolution.

Decision	Adopted Threshold / Approver
President / School Leader spending authority	May approve routine, budgeted, ordinary-course purchases up to \$5,000 per transaction. Purchases must be within the Board-approved budget, supported by invoices/receipts and a business purpose, and may not be split to avoid thresholds. The President has no authority to approve related-party transactions, debt, real estate, construction commitments, compensation of self, reimbursements to self, or any transaction from which the President or a family member may receive a private benefit.
President authority with finance review	Budgeted ordinary-course purchases from \$5,001 to \$9,999 require documented Secretary-Treasurer review before commitment. Routine operating contracts from \$10,001 to \$24,999 may be signed by the President only after Secretary-Treasurer concurrence, procurement documentation, and confirmation that the contract is not a reserved matter. Contracts at or above \$25,000 require Board approval before signature.
Secretary-Treasurer approval authority	Reviews and approves purchases/disbursements from \$5,001 to \$24,999; reviews contracts at or above \$10,000 before signature; reviews monthly bank reconciliations, credit card statements, and budget-to-actual reports; approves President reimbursements with the Vice President when possible; and helps supervise finance controls under the Bylaws.
Board approval required	Required for any single purchase or contract of \$25,000 or more; any unbudgeted expenditure over \$5,000; any material budget amendment; any multi-year obligation exceeding \$25,000 in aggregate; debt, lease, real estate, construction, transportation, food service, executive employment/compensation, audit engagement, banking relationship, insurance program, salary schedule, related-party transaction, and any high-risk contract.
Two signatures / two approvals required	Required for checks, ACH batches, electronic payments, or disbursements over \$5,000; all wires regardless of amount; any payment to a director, officer, employee who is a family member of a director/officer, or related party; and any unusual or nonroutine payment. The person receiving payment may not approve, sign, or release that payment.
Credit card limit	Maximum \$5,000 monthly limit per card and \$2,500 single-transaction limit unless the Board approves a temporary increase for documented start-up purchasing. Itemized receipts, business purpose, and budget code are required. Cash advances, personal expenses, political expenses, gift cards without written approval, and purchases designed to bypass procurement thresholds are prohibited.
Contract legal review required	Required for contracts of \$25,000 or more; all facility/lease/purchase/construction/financing documents; executive employment or compensation agreements; special education/504/medical/service contracts with elevated compliance risk; IT/data/privacy contracts; food service; transportation; related-party contracts; grant agreements with material obligations; multi-year contracts; and contracts with unusual indemnity, insurance, termination, confidentiality, student-data, or audit-access terms.
Emergency purchase authority	The President may authorize emergency purchases up to \$10,000 when immediate action is needed to protect health, safety, property, student services, legal compliance, technology continuity, or continuity of operations. Emergency purchases from \$10,001 to \$25,000 require concurrence from the Secretary-Treasurer or Vice President if practicable. The Board must be notified within 24 hours or as soon as practicable and must ratify the purchase at the next properly noticed meeting. Emergency authority may not be used for President compensation, related-party transactions, debt, real estate, or nonurgent discretionary purchases.
Bank signers	President; Secretary-Treasurer; Vice President; and any other person designated by Board resolution. Vendor employees, consultants, bookkeepers, and contractors may not be bank signers. Payments to the President or any related party require approval by disinterested directors/officers, assuming no conflict.
Wire/ACH authority	All wires and ACH payments require dual control and two documented approvals from authorized signers/officers, one of whom should be the Secretary-Treasurer when available. The person initiating the transaction should not be the sole approver. Callback verification is required for new vendors, changed bank instructions, and nonroutine wires. Payroll ACH for the President must be approved by disinterested directors/officers.
Reimbursement approver	Employee reimbursements: President. President reimbursements: Secretary-Treasurer and Vice President whenever possible. Secretary-Treasurer reimbursements: President and Vice President. Vice President reimbursements: President and Secretary-Treasurer. Director/officer, related-party, and unusual reimbursements require two non-benefiting approvers whenever possible. No one may approve their own reimbursement.
Related-party transaction approver	Disinterested Board only, after written disclosure, conflict determination, interested-person recusal from discussion and vote, fairness/alternatives review, legal review when material, and minutes documentation showing the disclosure, recusal, alternatives considered, vote, and basis for finding the transaction fair, reasonable, and in LA of AZ's best interest.

*Source alignment: Bylaws Articles IV, V, VIII, IX, and XII; Conflict of Interest Policy; IRS 501(c)(3) private inurement/excess-benefit standards; IRS rebuttable-presumption expectations for disinterested approval, comparability data, and contemporaneous documentation; Arizona Auditor General charter-school procurement guidance.*

### Policy 6.04. Banking, Signers, and Cash Controls

- Bank accounts may be opened only by Board resolution.
- All funds shall be deposited in the name of the Corporation in Board-approved depositories.
- The Secretary-Treasurer shall ensure that deposits, disbursements, receipts, invoices, approvals, and reconciliations are retained.
- Monthly bank reconciliations shall be prepared by a person who did not initiate the related transactions where practicable and reviewed by the Secretary-Treasurer or Board designee.
- No officer, employee, contractor, or consultant may use school funds for personal benefit or approve a transaction payable to that person without required disinterested approval.

### Policy 6.05. Procurement and Purchasing

LA of AZ shall comply with the School District Procurement Rules and the Uniform System of Financial Records for Arizona Charter Schools unless specifically exempted by the sponsor in the charter agreement. If federal funds, grant rules, sponsor rules, or Board policy impose stricter requirements, the stricter requirement controls.

Purchase Level	Minimum Procurement / Approval Standard
Under \$10,000	Reasonable price determination, budget check, invoice/receipt, business purpose, and approval under the financial controls matrix. Competition encouraged when practical.
\$10,000 to less than \$100,000	At least three written vendor quotes unless a documented exception applies; Secretary-Treasurer review; comply with Board approval threshold if over \$25,000.
\$100,000 or more, or current sealed-bid threshold	Formal procurement under applicable School District Procurement Rules/USFRCS or sponsor-approved exemption. Board approval required.
Cooperative purchasing	Document due diligence that the cooperative contract was properly procured, the goods/services are within scope, pricing is fair and reasonable, and records are retained.
Sole source / emergency / professional services	Use only when legally permitted, documented, conflict-reviewed, and approved under Board thresholds.

- Procurement files shall show need, budget availability, selection method, quotes/bids, conflict review, approvals, contract, invoice, receipt, and performance acceptance.
- Purchases may not be divided or staggered to avoid procurement or Board approval thresholds.
- All vendors must meet fingerprinting, insurance, confidentiality, data privacy, licensure, and compliance requirements applicable to their services.

*Source alignment: Arizona Auditor General Charter Schools FAQ: School District Procurement Rules, written quotes for purchases at least \$10,000 and less than \$100,000, cooperative-purchase due diligence, and audit requirements.*

### Policy 6.06. Contracts and Vendor Management

All material vendor relationships shall be governed by written agreements defining scope, deliverables, price, term, renewal, termination, reporting, confidentiality, data protection, insurance/indemnity, fingerprinting/background-check obligations if applicable, audit/records access, and performance expectations.

- The President may sign ordinary operating contracts on behalf of Leadership Academy of Arizona only when the contract is within the Board-approved budget, does not exceed \$10,000, does not involve a

reserved matter, is not a related-party or self-benefiting transaction, and has been reviewed under the School's procurement and conflict-of-interest procedures. Contracts from \$10,001 to \$24,999 require written concurrence of the Secretary-Treasurer before signature. Contracts of \$25,000 or more, and all reserved-matter contracts, require Board approval before signature.

- The President may not sign any contract involving his own compensation, employment, evaluation, reimbursement, or private financial interest unless the disinterested Board has approved the transaction and authorized signature by an appropriate disinterested officer/director.
- Contracts shall be reviewed annually or before renewal for performance, price, compliance, conflicts, and continuing need.
- Current planning service areas include business/finance, legal, IT, marketing/enrollment, HR/payroll, food service, exceptional education services, external PD, translation/interpretation, curriculum implementation, transportation, and facility services.

### Policy 6.07. Audit, Compliance Questionnaire, and Public Acceptance

The Board shall oversee the annual independent audit, compliance questionnaire, audit engagement, management letter, corrective action plan, and public acceptance of audit materials. Audit and compliance questionnaire acceptance shall occur by public roll-call vote when required.

- The Board selects or approves the audit firm and engagement terms.
- Audit contracts, if subject to sponsor or Auditor General review, shall be submitted as required before work begins.
- Corrective action items shall be tracked on the compliance dashboard until closed.
- Audit reports and compliance questionnaires shall be submitted to ASBCS, ADE, the Arizona Auditor General, or other agencies as applicable.

*Source alignment: Arizona Auditor General Charter Schools FAQ; Bylaws Article IX; B.2 School Governing Body.*

### Policy 6.08. Debt, Facilities Finance, Grants, Donations, and Reserves

Borrowing, bridge financing, facility acquisition, leases, seller carryback obligations, grants, restricted gifts, naming rights, and major fundraising commitments require Board approval. No individual may bind the Corporation to debt, real estate, grant compliance, or donor restrictions without Board authorization.

- All loans, leases, purchase agreements, construction contracts, facility obligations, bridge financing, or collateral documents require Board approval and legal review.
- Grant acceptance requires review of allowable uses, matching obligations, supplement-not-supplant rules if applicable, reporting deadlines, sustainability, cash-flow implications, and recordkeeping requirements.
- Restricted donations, naming rights, donor-control provisions, unusual conditions, or gifts that may create private benefit require Board approval.
- The Board shall maintain a reserve policy or process that addresses specific risks, revenue shortfalls, emergencies, and unforeseen circumstances.

*Source alignment: Bylaws Article IV; Articles of Incorporation; Arizona Auditor General project balance reserve guidance; Stakeholder Business Plan; Board Resolution.*

### Policy 6.09. Insurance and Risk Management

The Board shall ensure appropriate liability, property, workers compensation, directors and officers, employment practices, cyber/data, vehicle/transportation, student accident, and other insurance coverage appropriate to operations. Coverage shall be reviewed annually and when facilities, transportation, food service, enrollment, or services materially change.

## Part 7. Academic, Student, Family, and Program Oversight

### Policy 7.01. Academic Accountability Dashboard

The Board shall monitor a dashboard aligned to the three pillars: Academic Excellence, Youth Leadership Development, and Enriched Education. Dashboard metrics should include state and benchmark assessment data, growth, proficiency, attendance, chronic absenteeism, discipline, enrollment, retention, EL progress, IEP/504 compliance, staff retention, family satisfaction, safety, enrichment participation, and leadership-development evidence.

### Policy 7.02. Curriculum Adoption and Evaluation

Core curriculum selection and material curriculum changes require Board approval when required by the charter application, budget, or Board policy. The President shall ensure curriculum recommendations are standards-aligned, evidence-informed, operationally feasible, inclusive of EL and ESS/504 needs, and consistent with the school model.

### Policy 7.03. Youth Leadership Development Oversight

The Board shall oversee implementation of the Youth Leadership Development pillar as an integrated academic, culture, SEL, and leadership model. Leadership traits and performance evidence shall be implemented in a manner that is developmentally appropriate, nondiscriminatory, and consistent with public charter-school obligations.

Youth Leadership Development Guidebook. The Youth Leadership Development Guidebook is a curriculum and implementation companion for principals, teachers, students, and families. It may be accepted by the Board as an implementation guide, but it does not supersede federal or Arizona law, the charter contract, sponsor requirements, Articles, Bylaws, Board-adopted policies, Board-approved handbooks or operational policies, or required administrative procedures. The President/Principal or designee shall maintain the guidebook and update it after Board approval of the Family Handbook, calendar, role contacts, campus procedures, or related operational policies.

### Policy 7.04. Referenced Student, Family, and Program Policies

The following policies are referenced by this manual but remain separate Board-adopted or Board-review documents. They should not be reproduced in full in this manual unless the Board later amends the manual to incorporate them.

Referenced Policy / Document	Board Manual Treatment
Enrollment, admissions, lottery, and waitlist policy	Referenced only; Board approval required for adoption/amendment.
Student/family handbook	Referenced only; Board approval required for adoption/amendment.

Employee handbook	Board-adopted start-up handbook exists; post-charter legal/HR implementation review is required before employee distribution or school launch implementation.
ELL/SEI program	Referenced only; Board oversight required for compliance, staffing, scheduling, AZELLA/ELD monitoring, and corrected daily ELD minutes.
Special education/504 policy	Referenced only; Board oversight required for FAPE/LRE, Child Find, evaluations, accommodations, services, and compliance.
Discipline/expulsion policy	Referenced only; Board approval required for adoption/amendment; hearings/appeals shall follow adopted policy and law.
Transportation policy	Referenced only; Board approval required before service begins or contracts are executed.
Food service policy	Referenced only; Board approval required before service begins or contracts are executed.
Beyond the Bell / after-school policy	Referenced only; external model documents are not LA of AZ policy unless adapted and adopted by the Board.

Source alignment: Enrollment Policy; ELL Program; Youth Leadership Development Guidebook; Beyond the Bell model handbook; student/family and employee handbook planning files.

## Policy 7.05. English Learners, Students with Disabilities, and Protected Student Populations

The Board shall ensure that LA of AZ adopts and implements policies and procedures for English Learners, students with disabilities, Section 504, McKinney-Vento, foster care, military-connected students, and other protected student populations. The ELL/SEI program shall be monitored through HLS, AZELLA placement/reassessment, ELD minutes, staffing credentials, parent notification, reclassification, and post-exit monitoring. ESS/504 oversight shall include Child Find, evaluations, comparable services, IEP/504 implementation, accommodations, related services, and staff training.

Source alignment: ELL Program; Enrollment Policy; A.6 Academic Systems Plan; B.3.2 Contracted Services.

## Part 8. President / School Leader Authority, Personnel, Safety, Facilities, and Operations

### Policy 8.01. President / Top Administrator Authority and Evaluation

The title of the top administrator is President. The President role is paid. The Board of Directors hires, evaluates, compensates, disciplines, and may terminate the President. Because the President may also serve as Founder and voting director, any matter involving the President’s compensation, employment terms, evaluation outcome, discipline, reimbursement, or termination shall follow the Conflict of Interest Policy.

- The President shall disclose any interest in matters involving the President’s paid role.
- The President shall not vote on matters pertaining to the President’s compensation and shall leave the meeting during disinterested Board discussion and vote on compensation, employment terms, and evaluation outcomes involving the President.
- The disinterested directors shall use appropriate comparability data, performance evidence, and contemporaneous minutes documentation when approving compensation or material employment terms.

- The President is responsible for day-to-day implementation of Board policy, charter application requirements, start-up deliverables, staff/vendor supervision, school launch planning, compliance coordination, and Board reporting within approved authority.
- The President’s contract-signing authority is governed by the financial controls matrix in Policy 6.03 and by any Board resolution authorizing signature of specific documents.

*Source alignment: Articles Section 9; Bylaws Article V; Conflict of Interest Policy Article V and Article VII; A.1 Educational Philosophy; Board Resolution.*

## Policy 8.02. Personnel Policies, Salary Schedule, and Fingerprinting

The Board shall approve the employee handbook, salary schedule, benefits framework, fingerprinting/background-check procedures, and key employment policies. The President may hire, supervise, evaluate, and separate school employees within approved budget and policy unless the Board reserves the decision or the employee is the President.

- All staff and regular on-campus vendor personnel shall satisfy applicable fingerprint clearance, background, licensure, confidentiality, and training requirements.
- Compensation shall be reasonable, budgeted, documented, and consistent with tax-exempt, charter-school, and employment-law requirements.
- Employee grievances and complaints shall follow the employee handbook or Board-adopted procedures.
- For employee appeals and President/Principal-related matters, the term “Board Appeal Designee” means the Vice President, unless the Vice President is unavailable or conflicted, in which case the Secretary-Treasurer serves as alternate. The President/Principal may not serve as Board Appeal Designee for any matter involving the President/Principal’s own conduct, employment, compensation, evaluation, discipline, reimbursement, grievance, or appeal.

## Policy 8.03. Professional Learning and New Teacher Induction

The Board supports a professional learning system aligned to the school model, adult learning principles, curriculum implementation, student-support systems, and new teacher induction. The President shall report on staffing, retention, onboarding, professional development, coaching, and instructional implementation as part of the Board dashboard.

*Source alignment: PD at Leadership Academy materials; New Teacher Induction Capstone; A.6 Academic Systems Plan; A.1 Educational Philosophy.*

## Policy 8.04. School Safety, Emergency Response, and Site Opening

The Board shall approve or oversee emergency response, school safety, crisis communications, threat assessment, mandatory reporting, facility access, drills, health procedures, insurance, and pre-opening site compliance. Until ASBCS approval and site control are finalized, all campus references shall state: “approved campus to be inserted.”

- The President may close campus or modify operations in an emergency when necessary to protect health, safety, legal compliance, or continuity of operations, subject to timely Board notice.
- Emergency purchasing shall follow Policy 6.03 and be ratified by the Board where required.

- If a Davis-Monthan or other installation-related facility concept advances, the Board shall require legal, real-property, security, insurance, traffic, emergency-response, public-access, and charter-compliance review before any commitment.

*Source alignment: Davis-Monthan Concept Memorandum; Board Resolution; B.3.2 Contracted Services; safety and operations planning files.*

## Policy 8.05. Facilities, Transportation, Food Service, Technology, and After-School Programs

Facilities, transportation, food service, technology, and after-school program arrangements require Board oversight and written agreements when material. The Board shall approve high-risk or major contracts under the financial controls matrix. The President may implement Board-approved programs and vendor relationships within budget and policy.

- Facility documents, leases, purchases, financing, construction, modular units, site-control agreements, and major improvements require Board approval and legal review.
- Transportation, food service, and Beyond the Bell/after-school programs remain separate referenced policies until adopted by the Board.
- Technology contracts shall include data privacy, cybersecurity, device management, E-rate compliance where applicable, service levels, and records access.

## Policy 8.06. Marketing, Communications, and Community Partnerships

The Board shall ensure public communications are accurate, nonmisleading, aligned to the charter application, respectful of families, and legally compliant. Values-academy language shall be carefully limited to mission, culture, parent partnership, character, and academic identity and shall not be used in a discriminatory, partisan, or enrollment-limiting manner.

- Enrollment marketing shall comply with enrollment, lottery, nondiscrimination, special populations, and public charter-school requirements.
- Community partnerships shall be documented when they involve services, data, safety, facilities, transportation, funding, or student participation.
- Public statements about site, opening, approval, grade levels, transportation, food service, after-school care, or program availability shall be updated as facts change.

# Part 9. Policy Management and Annual Planning

## Policy 9.01. Policy Adoption, Review, and Amendment

The Board adopts, amends, suspends, or repeals Board policy by Board action. This manual shall be reviewed each June and whenever law, sponsor requirements, charter contract terms, site-control status, Bylaws, or operational needs materially change.

- The President is manual owner and shall coordinate review with the Secretary-Treasurer, legal counsel, business/finance provider, and Board as needed.

- Policy amendments shall identify the source documents reviewed and any legal or authorizer requirements affected.
- Emergency policy amendments may be adopted when necessary, subject to proper meeting notice and later cleanup if counsel recommends revisions.
- Handbooks and referenced policies shall be reviewed separately and kept consistent with this manual.

### Policy 9.02. Annual Board Calendar

The Board shall maintain an annual calendar tracking board meetings, budget approval, audit, compliance questionnaire, insurance review, annual conflict statements, manual review, policy review, President evaluation, academic dashboard cycles, enrollment/lottery deadlines, staff handbook and family handbook approval, safety review, and required filings.

*Source alignment: ASBCS instructions; Arizona Auditor General audit guidance; Bylaws; Conflict of Interest Policy.*

## Appendices

The following appendices are included for Board use. Source documents are included for reference. Forms and templates are working tools and should be customized before use. If an appendix conflicts with law, the Articles, Bylaws, charter contract, or Board action, the controlling source hierarchy in Policy 2.04 governs.

*Website implementation note. The School website should maintain a Board/Public Notices page with meeting notices, agendas, approved minutes when available, the public records request email (records@leadershipaz.org once active; interim info@leadershipaz.org), and adopted public-facing policies. Draft or non-adopted materials should not be presented as adopted Board policy.*

## Appendix A. Articles of Incorporation

Reproduced from source file: Articles of Incorporation.pdf

### ARTICLES OF INCORPORATION

OF

#### LEADERSHIP ACADEMY OF ARIZONA

(Arizona Non-Profit Corporation)

1. Name: The name of the Corporation is LEADERSHIP ACADEMY OF ARIZONA.
2. Purpose: This Corporation is organized and to be operated as a nonprofit corporation exclusively for charitable, scientific, literary or educational purposes, as a tax-exempt organization under sections 501(a) and 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States revenue law). In furtherance of its exempt purpose, the Corporation will 1) administer property donated to the Corporation for charitable, scientific, literary or educational purposes; 2) distribute the donated property and the income from the property to or on behalf of qualified organizations and persons for charitable, scientific, literary or educational purposes; and 3) do and perform such acts as may be necessary or appropriate in carrying out the foregoing purposes of the Corporation.
3. Character of Business and Affairs:

The character of affairs of the Corporation will be to operate a public charter school.
4. Prohibited Transactions: No part of the net earnings, gains or assets of the Corporation will inure to the benefit of, or be distributable to, its members, directors, officers or other private persons, or organizations organized and operated for a profit, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of its exempt purposes. No substantial part of the activities of the Corporation will be the carrying on of propaganda or otherwise attempting to influence legislation, and the Corporation will not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these Articles, the Corporation will not carry on any other activities not permitted to be carried on (1) by a corporation exempt from federal income taxation under section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States revenue law) and/or (2) by a corporation, contributions to which are deductible under sections 170(c)(2), 2055(a)(2) and 2522(a)(2) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States revenue law).
5. Dissolution and Liquidation. Upon the dissolution or liquidation of this Corporation, the board of directors shall, after paying or making provision for the payment of all the liabilities of the Corporation, distribute all of the assets of the Corporation exclusively for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code (or the corresponding provisions of any future Federal tax code) and to an entity whose purposes are compatible with the purposes of the Corporation. Any such assets not so disposed shall be disposed of by a court of competent jurisdiction of the county in which located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.
6. Liability and Indemnification. The personal liability of any director of the Corporation to the Corporation or its members or to other persons for monetary damages for breach of fiduciary duties as a director is hereby eliminated to the fullest extent allowed under the Arizona Revised Statutes, as amended from time to time. The Corporation shall indemnify, to the maximum extent from time to time permitted by applicable law, any person who incurs liability or expense

by reason of such person acting as an incorporator, director, officer, employee, or agent of the Corporation. This indemnification shall be mandatory in all circumstances in which indemnification is permitted by law.

7. Board of Directors: The initial Board of Directors shall consist of three directors. The names and addresses of the person who is to serve as the sole director until the first annual meeting of the Board of Directors, or until their successors are elected and qualified are:

President Vice President  
[personal address redacted] [personal address redacted]  
Secretary-Treasurer  
[personal address redacted]

The number of persons to serve on the Board of Directors thereafter shall be fixed by the Bylaws.

8. Statutory Agent. The name and address of the Statutory Agent of the corporation is US Service Corp., 1138 N. Alma School Rd., Ste 101, Mesa, Arizona 85201.

9. Officers. The initial officers are as follows:

President Secretary-Treasurer  
[personal address redacted] [personal address redacted]  
Vice President  
[personal address redacted]

10. Incorporator: The name and address of the incorporator is:

Incorporator / Director  
[personal address redacted]

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All powers, duties and responsibilities of the incorporator shall cease at the time of delivery of these Articles of Incorporation to the Arizona Corporation Commission.

11. Known Place of Business. The street address of the known place of business of the Corporation is on file with the Arizona Corporation Commission and is redacted in this public/manual copy because it contains personal residential information.

12. Discrimination. The Corporation will not practice or permit discrimination on the basis of sex, age, race, national origin, relation, or physical handicap or disability.

13. Members. The Corporation will not have members.

IN WITNESS WHEREOF, the undersigned incorporator has hereunto signed his name this \_\_\_\_ day of \_\_\_\_\_.

Incorporator / Director

12128225.1

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## Appendix B. Bylaws

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### BYLAWS

#### OF

#### LEADERSHIP ACADEMY OF ARIZONA

#### ARTICLE I

The name of the corporation is LEADERSHIP ACADEMY OF ARIZONA, an Arizona nonprofit corporation (“Corporation”). The principal office of the Corporation is maintained in the Corporation’s official records and is redacted in this public/manual copy because it contains personal residential information, subject to change as may be determined by the Board of Directors.

#### ARTICLE II

#### PURPOSE

2.1 Charter School. To create, develop and operate a charter school pursuant to Section 15-183, et seq. of the Arizona Revised Statutes, or applicable sections as contained in Arizona Revised Statutes. More specifically, to provide a general elementary education for pupils in grades K through 8.

2.2 Limitation. In furtherance of said purpose, to exercise any and all other acts such as are permitted to a Corporation organized under Chapter’s 24 through 40 of Title 10 of the Arizona Corporation Code. No part of the net earnings of the Corporation shall go to the benefit of, or be distributable to its members, trustees, officers or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in this Article II. The Corporation shall not carry on any other activities not permitted to be carried on by an organization exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986, or a corresponding provision of any future United States Revenue Law.

2.3 Charitable Organization. This Corporation is organized and to be operated as a nonprofit corporation exclusively for charitable, scientific, literary or educational purposes, as a tax-exempt organization under sections 501(a) and 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Revenue Law. No part of the activities of the Corporation shall include carrying on propaganda, or otherwise attempting to influence legislation, or participating in, or intervening in (including the publication or distribution of statements), any political campaign on behalf of any candidate for public office.

2.4 Dissolution and Liquidation. Upon the dissolution or liquidation of this Corporation, the Board of Directors shall, after paying or making provision for the payment of all the liabilities of the Corporation, distribute all of the assets of the Corporation exclusively for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code (or the corresponding provisions of any future federal tax code) or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed shall be disposed of by a court of competent jurisdiction of the county in which located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

#### ARTICLE III

#### MEMBER

The Corporation shall have no members.

#### ARTICLE IV

#### BOARD OF DIRECTORS

4.1 General Powers. The business and affairs of the Corporation shall be managed under the direction of the Board of Directors.

4.2 Number, Tenure and Election Term. The Founder is recognized as the original founder of the Corporation (“Founder”) and shall have such approval rights and right to serve as a director as further provided in these Bylaws for as long as Founder is alive, has capacity and has not relinquished Founder’s rights as set forth in these Bylaws. The number of directors shall be determined by the Board of Directors but shall not be less than three nor more than five. The number of directors at any time shall be determined by a majority of the directors then in office, provided however that any director must also be approved by the Founder. Directors shall be elected by a resolution of the Board of Directors, approved by a majority of a quorum of directors and approved by the Founder. The election shall be done at a meeting of the Board of Directors. Each director shall hold office for a term of five years or until their respective successors have been duly elected. Nothing contained herein shall be construed to preclude any director from serving more than one term. For as long as Founder is alive, has capacity and has not relinquished Founder’s rights under these Bylaws, Founder shall be entitled to serve as one of the directors on the Board of Directors.

4.3 Authority. The powers of the Board of Directors shall include, without limitation, the authority to do the following:

4.3.1 Appointments. Appoint, remove, replace and supervise all the Corporation’s officers and any of the Corporation’s employees;

4.3.2 Investment. Invest and expend Corporation funds in order to carry out all the Corporation’s business;

4.3.3 Agents. Employ or discharge agents, employees and independent contractors.

4.3.4 Agreements. Negotiate and enter into necessary agreements, or subcontracts to promote, develop and conduct the Corporation’s business and otherwise carry out the Corporation’s intent and purpose;

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4.3.5 Insurance. Obtain liability, property and other insurance as necessary to properly protect the Corporation’s business and properties and the Corporation’s officers, directors, managers, members, and employees;

4.3.6 Litigation. Institute and defend litigation involving the Corporation;

4.3.7 Borrowing. Borrow money for Corporation purposes.

4.3.8 Execute Documents. Execute any instruments or documents necessary or convenient to carry on Corporation business;

4.3.9 Establish Procedures. Establish operating procedures, requirements, policies and guidelines for the Corporation which shall be implemented and followed by the Corporation’s officers, employees, and independent contractors; and

4.3.10 Governing Board Members Appointment and Replacements. Appoint and remove such persons serving on the Governing Board created pursuant to Article VI of these Bylaws subject to consent of the Founder.

4.4 Regular Meeting. The Board of Directors shall hold regular meetings; said meetings to be scheduled at least quarterly at a place and time to be determined by the Board of Directors. The Board of Directors shall meet for the purpose of electing the officers of the Corporation and transacting any other business as may properly come before such meeting. The Board of Directors may provide, by resolution, the time and place, either within or without the State of Arizona, for the holding of additional regular meetings of the board without other notice than such resolution.

4.5 Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the President, the Founder or any two directors. If a Special Meeting is called, each Board of Directors member shall be given at least 24 hours prior notice of the Special Meeting and such notice shall be provided as set forth in Section 4.7.

4.6 Action Without Meeting; Telephonic Meetings. Any action may be adopted by unanimous written consent of the Board of Directors in lieu of holding a meeting. The Board of Directors may conduct its meetings by telephone so long as all members participating are able to speak and to hear one another.

4.7 Notice. Notice of any special meeting of the Board of Directors shall be given at least two days previously thereto by written notice delivered personally or sent by facsimile as long as the member sending the notice retains the confirmation copy showing the date and time of transmission and the number to which the transmission was sent, or by e-mail, or to be deposited in the mail, with first class or airmail postage prepaid to each director at his address as shown by the records of the Corporation. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail in a sealed envelope so addressed, with postage prepaid. Any director may waive notice of any meeting. The attendance of a director at any

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meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the board need be specified in the notice or waiver of notice of such meeting, unless specifically required by law or by these Bylaws.

4.8 Meetings By Consent. A meeting of the Board of Directors may be held at any time and place and without notice by unanimous written consent of the members of the Board of Directors, or with the presence and participation of all of the members of the Board of Directors.

4.9 Quorum. A quorum for the transaction of business at any meeting of the Board of Directors shall consist of a majority of the members of the Board of Directors.

4.10 Manner of Acting. The act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law or by these Bylaws.

4.11 Vacancies. Any vacancy occurring in the Board of Directors and any directorship to be filled by reason of an increase in the number of directors shall be filled by the Board of Directors subject to approval of the Founder. A director elected to fill a vacancy shall be elected for the unexpired term of his predecessor in office.

4.12 Compensation. Directors as such shall not receive any stated salaries for their services as a director, but by resolution of the Board of Directors, a fixed sum and expenses of attendance, if any, may be allowed for attendance at any regular or special meeting of the board; but nothing herein contained shall be construed to preclude any director from serving the Corporation in any other capacity and receiving compensation.

4.13 Informal Action by Directors. Any action required by law to be taken at a meeting of directors, or any action which may be taken at a meeting of directors, may be taken without a meeting if consented to in writing, setting forth the action so taken, shall be signed by all of the directors.

4.14 Removal. Any director may be removed by a majority vote of the members of the Board of Directors, subject to approval of the Founder, whenever in its judgment the best interests of the Corporation would be served thereby.

#### ARTICLE V OFFICERS

5.1 Officers. The officers of the Corporation shall be elected by the Board of Directors at its regular annual meeting and may comprise, as determined by the Board of Directors, of the offices of President, Vice President and Secretary-Treasurer and such other officers as may be elected by the Board of Directors. The Board of Directors may elect or appoint such other officers, as it shall deem desirable, such officers to have the authority to perform the duties prescribed from time to time by the Board of Directors.

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5.2 Election and Term of Office. As stated above, the officers of the Corporation shall be elected by the Board of Directors at the regular annual meeting of the Board of Directors. If the election of officers is not held at such meeting, such election shall be held as soon thereafter as is convenient. New offices may be created and filled at any meeting of the Board of Directors. Each officer shall hold office until his successor has been duly elected and shall have qualified.

5.3 Removal. Any officer elected or appointed by the Board of Directors may be removed by an affirmative vote of a majority of the Board of Directors whenever in its judgment the best interests of the Corporation would be served thereby.

5.4 Vacancies. A vacancy in any office because of death, resignation, removal, disqualification, or otherwise, shall be filled by the Board of Directors.

5.5 President. The President shall be the principal executive officer of the Corporation and shall in general supervise and control all of the business and affairs of the Corporation. The President shall keep the Board of Directors fully informed and freely consult with the Board in regard to the business of the Corporation and make due reports to the board. In addition to the powers and duties elsewhere provided in these Bylaws, the President shall sign, when duly authorized to do so, all contracts, orders, deeds, liens guarantees, licenses and other instruments. Subject to limitations imposed by the Board of Directors, the President shall have such other powers and duties as are incident to said office and not inconsistent with the Bylaws, or as may at any time be assigned by the Board of Directors.

5.6 Vice President. In the absence of the President or in the event of his inability or refusal to act, the Vice President shall perform the duties of the President, and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. The Vice President shall keep the Board of Directors fully informed and freely consult with the Board in regard to the business of the Corporation and make due reports to the board. In addition to the powers and duties elsewhere provided in these Bylaws, the Vice President shall sign, when duly authorized to do so, all contracts, orders, deeds, liens guarantees, licenses and other instruments. Subject to limitations imposed by the Board of Directors, the Vice President shall have such other powers and duties as are incident to said office and not inconsistent with the Bylaws, or as may at any time be assigned by the Board of Directors.

5.7 Secretary-Treasurer. In the absence of the President or Vice President or in the event of their inability or refusal to act, the Secretary-Treasurer shall perform the duties of the President or Vice President, and when so acting, shall have all the powers of and be subject to all the restrictions upon the President and Vice President. The Secretary-Treasurer, subject to the control of the Board of Directors and together with the President, shall have the general supervision of the finances of the Corporation. Duties of the Secretary-Treasurer include the care of, and responsibility for, all monies, securities, evidences of value and corporate instruments of the Corporation, and supervision of the officers and any other persons authorized to deposit, handle and disburse any funds, ensuring retention of information as to whether all deposits have been duly made and all expenditures duly authorized and evidenced by proper

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receipts and vouchers. The Secretary-Treasurer shall cause full and accurate books to be kept, showing the transactions of the Corporations, its accounts, assets, liabilities and financial condition, which shall at all times be open to the inspection of the Directors, and such statements and reports as are required of him/her by law. The Board of Directors may require the Secretary-Treasurer to give a bond in such amount and with such sureties as it shall determine. The Secretary-Treasurer shall keep the minutes of the meetings of the Board of Directors and all committees in one or more books provided for that purpose; see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; attest by signature to all instruments duly authorized and requiring the same; be custodian of the corporate records; keep a register of the post office address of each director, which shall be furnished to the Secretary-Treasurer by such director; and in general perform all duties incident to the office of Secretary-

Treasurer and such other duties as from time to time may be assigned to him or her by the President or by the Board of Directors.

5.8 Other Officers. The Board of Directors may establish and elect other officers as it may deem necessary and appropriate and shall prescribe the powers and duties of any other officer of the Corporation.

ARTICLE VI  
GOVERNING BOARD

6.1 Creation of Governing Board. At the appropriate time, the Board of Directors shall designate five individuals to serve on an executive committee of the Corporation that shall be recognized as the Governing Board of the charter school, Leadership Academy of Arizona. The Governing Board shall have the duty to promulgate policies for the Leadership Academy of Arizona, approve budgets and shall operate in a manner consistent with Arizona law and in accordance with rules and regulations that the Board of Directors may issue from time to time. Each member of the Governing Board shall serve for a term of three years, unless removed earlier by a majority vote of the Board of Directors or by resignation. In the event of a vacancy or vacancies, a majority of the remaining members of the Governing Board shall constitute a quorum. The Board of Directors shall replace any vacancy that may exist on the Governing Board as soon as is reasonably possible. The Governing Board shall meet not less than quarterly and comply in all respects with Arizona law applicable to a Governing Board of a charter school, including, but not limited to compliance with Arizona Open Meeting laws. At no time may more than one member of the Board of Directors also serve as a Governing Board Member.

6.2 Selection of Members. A Director may nominate a person to serve as a Governing Board Member.

6.3 Authority. The Governing Board is responsible for determining the policy of the Leadership Academy of Arizona, approving budgets and such other responsibilities that may be delegated to it by the Board of Directors. The Governing Board's powers are limited to policy decisions regarding the Leadership Academy of Arizona and do not include policy making power over the affairs of the Corporation.

6.4 Manner of Acting.

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6.4.1 A majority of the number of Governing Board Members prescribed according to these bylaws shall constitute a quorum for the transaction of business at any meeting of the Governing Board.

6.4.2 If a quorum is present when a vote is taken, the affirmative vote of a majority of the Governing Board Members present shall be the act of the Governing Board.

6.5 Meetings by Means of Electronic Device. Unless otherwise provided by law or the charter, a member of the Governing Board may participate in a meeting by means of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time, and participation by such means shall constitute presence in person at a meeting.

6.6 Governing Board Member Compensation. Governing Board Members shall not be entitled to receive compensation for their services as a member of the Governing Board; however, each Governing Board Member, subject to approval of the Board of Directors, may be paid his or her expenses, if any, for attendance at each meeting of the Governing Board or any committee thereof.

6.7 Resignations and Removal. Any Governing Board Member may resign at any time by giving written notice to the Board of Directors, the President, or the Corporation at its known place of business. Such resignation shall take effect at the time specified therein; and, unless otherwise stated therein, the acceptance of such resignation shall not be necessary to make it effective. Any Member of the Governing Board may be removed at any time, with or without

cause, by the Board of Directors whenever, in its judgment, the best interests of the Leadership Academy of Arizona is served by the removal.

6.8 Term. Each member of the Governing Board shall serve for a period of three years and until his or her successor is elected. During the first year of the existence of the Governing Board as created by these Bylaws, terms of Governing Board Members shall be staggered with one member serving three years; another member serving two years, and the remaining member serving one year.

6.9 Vacancies. Vacancies on the Governing Board shall exist (1) on the death, resignation or removal of any Governing Board Member or (2) when term of a current Governing Board Member is up, and the Board of Directors elects not to renew his/her term. Upon such a vacancy, the Governing Board may, at its option, solicit letters of application from members of the public interested in serving on the Governing Board. Vacancies on the Governing Board shall be filled by the Board of Directors.

6.10 Notices. Public notice of all meetings of the Governing Board shall be given pursuant to and as required by the Arizona Open Meeting Law, A. R. S. Sections 38-431 through 38-431.09 (hereinafter referred to as the "Open Meeting Law"), for so long as the Open Meeting Law applies to charter schools.

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6.11 Procedural Guidelines. The Governing Board shall govern by consensus, except where otherwise noted in these Bylaws.

6.12 Quorum. For the purpose of transacting business at meetings of the Governing Board, a quorum shall consist of a majority of the members in office immediately before the meeting begins.

#### ARTICLE VII COMMITTEES

7.1 Committees of Directors. The Board of Directors, by resolution adopted by a majority of the directors in office, may create one or more committees for such purposes as deemed appropriate by the Board of Directors. Any committee shall have the responsibilities and duties assigned to it by the Board of Directors; however, no such committee shall have the authority to amend, alter or repeal the Bylaws; elect, appoint or remove any member of any such committee or any director or officer of the Corporation; amend the Articles of Incorporation; adopt a plan of merger or adopt a plan of consolidation with another Corporation; authorize the sale, lease, exchange or mortgage of all or substantially all of the property and assets of the Corporation; authorize the voluntary dissolution of the Corporation or revocation proceedings; adopting a plan for the distribution of the assets of the Corporation; or amend, alter or repeal any resolution of the Board of Directors. The designation and appointment of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual director, of any responsibility imposed upon it or him by law. The Board of Directors may provide a meeting and reporting schedule for such committees, establish how committee meetings shall be called, and designate at what times those meetings may be held.

#### ARTICLE VIII BOOKS AND RECORDS

The Corporation shall keep current and complete books and records of account and shall also keep minutes of the proceedings of its Board of Directors and committees and shall keep at the registered or principal office a record giving the names and addresses of the Directors entitled to vote. All books and records of the Corporation may be inspected by any Director, or his agent or attorney for any proper purpose at any reasonable time.

#### ARTICLE IX FINANCE

The fiscal year of the Corporation shall end on June 30, unless otherwise provided by the Board of Directors. All funds and money of the Corporation shall be deposited, handled, and disbursed, and all bills, notes, checks, and like obligations and endorsements, for deposit or

collection shall be signed by the Secretary-Treasurer, the President, Vice President or such officers as the Board of Directors shall from time to time designate. Any officer or person performing said functions shall account therefore to the Secretary-Treasurer as and when the Secretary-Treasurer may require. All money funds, bills, notes, checks, and other negotiable

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instrument coming to the Corporation shall be collected and promptly deposited in the name of the Corporation in such depositories.

ARTICLE X  
WAIVER OF NOTICE

Whenever any notice is required to be given under the provisions of the Arizona Nonprofit Corporation Act or under the provisions of the Articles of Incorporation or the Bylaws of the Corporation, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

ARTICLE XI  
REPEAL, ALTERATION OR AMENDMENT

These Bylaws may be altered, amended or repealed and new bylaws may be adopted from time to time by an affirmative vote of a majority of the Board of Directors at any meeting properly convened in accordance with these Bylaws, provided however if Founder is serving as a director, the Founder must be party of the majority of the Board of Directors approving any repeal, alteration or amendment of the Bylaws before it becomes effective.

ARTICLE XII  
CONFLICT OF INTEREST POLICY

Decisions of the Corporation and actions of the Directors shall be in accordance with Arizona Revised Statutes Sections 10-3860 through 10-3864 and applicable law.

LEADERSHIP ACADEMY OF ARIZONA

By: \_\_\_\_\_ Date: \_\_\_\_\_  
President / Founder, Director

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Vice President, Director

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Secretary-Treasurer, Director

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## Appendix C. Conflict of Interest Policy

Reproduced from source file: Conflict of Interest Policy - Signed WB.pdf

### LEADERSHIP ACADEMY OF ARIZONA

#### CONFLICT OF INTEREST POLICY

##### Article I

##### Purpose

The purpose of the conflict of interest policy is to protect this tax-exempt organization's ("Organization") interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws corporate conflict of interest applicable to nonprofit and charitable organizations.

##### Article II

##### Definitions

###### 1. Interested Person

Any director, principal officer, or member of a committee with corporate board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

###### 2. Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
- b. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate corporate board or committee decides that a conflict of interest exists.

##### 1

##### Article III

##### Procedures

###### 1. Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with corporate board delegated powers considering the proposed transaction or arrangement.

###### 2. Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the corporate board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

###### 3. Procedures for Addressing the Conflict of Interest

- a. An interested person may make a presentation at the corporate board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

b. The chairperson of the corporate board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

c. After exercising due diligence, the corporate board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the corporate board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

#### 4. Violations of the Conflicts of Interest Policy

a. If the corporate board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the corporate board or committee determines the member has

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failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

#### Article IV

##### Records of Proceedings

The minutes of the corporate board and all committees with board delegated powers shall contain:

a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the corporate board's or committee's decision as to whether a conflict of interest in fact existed.

b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

#### Article V

##### Compensation

a. A voting member of the corporate board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

#### Article VI

##### Annual Statements

Each director, principal officer and member of a committee with corporate board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Article VII

Periodic Reviews

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm’s length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization’s written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Article VIII

Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the corporate board of its responsibility for ensuring periodic reviews are conducted.

Article IX

Arizona Statutory Duty

The provisions of this conflict of interest policy shall also be governed by a director’s statutory duty under Arizona Revised Statutes § 10-3860 through 10-3864 pertaining to “conflicting interest transactions”

CONFLICT OF INTEREST POLICY

ACKNOWLEDGMENT OF RECEIPT

I hereby acknowledge that I have read the attached Conflict of Interest Policy for the LEADERSHIP ACADEMY OF ARIZONA, an Arizona nonprofit corporation (LEADERSHIP ACADEMY OF ARIZONA Conflict Policy”). I also acknowledge that I fully understand all of the LEADERSHIP ACADEMY OF ARIZONA Conflict Policy, its provisions, and agree to adhere to its policies.

February 19, 2026

DATE: \_\_\_\_\_

Sign

[name redacted]

Print Name \_\_\_\_\_

## Appendix D. Board Resolution / Charter Representative Resolution

Reproduced from source file: Resolution of the Board of Directors - signed.pdf

### LEADERSHIP ACADEMY OF ARIZONA

An Arizona nonprofit corporation

Resolution of the Board of Directors

WHEREAS, Leadership Academy of Arizona ("the Corporation") is a non-profit corporation organized under the laws of the State of Arizona; and

WHEREAS, the Board of Directors of the Corporation desires to establish a charter school to operate in the State of Arizona; and

WHEREAS, the Board of Directors has determined it to be in the best interest of the Corporation to submit an application for a new charter to the Arizona State Board for Charter Schools (ASBCS) to operate Leadership Academy of Arizona; and

WHEREAS, the Board of Directors authorizes the submission of a Charter Application Package, including all required educational, operational, and business plans, in accordance with Arizona Revised Statutes § 15-183 and the application instructions provided by the ASBCS.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors hereby authorizes the submission of the New Charter Application for Leadership Academy of Arizona to the Arizona State Board for Charter Schools.

BE IT FURTHER RESOLVED, that the President is designated as the Charter Representative and is authorized and directed to sign the application, negotiate the charter contract, and execute all documents necessary to effectuate this application on behalf of the Corporation.

### CERTIFICATION

I, the Secretary-Treasurer of the Board of Directors, do hereby certify that the foregoing is a true and correct copy of a resolution adopted by the Board of Directors on the \_\_19\_ day of \_\_February\_\_\_\_\_, 2026\_\_.

\_\_\_\_\_  
Secretary-Treasurer

## Appendix E. Board Member Annual Acknowledgment

I acknowledge that I have received, read, and agree to comply with the Leadership Academy of Arizona Board Policy Manual, Articles of Incorporation, Bylaws, Conflict of Interest Policy, and applicable Board-adopted policies. I understand that Board members owe fiduciary duties of care, loyalty, obedience, confidentiality, and lawful public stewardship.

Certification Item	Initials
I have reviewed the Articles, Bylaws, and Board Policy Manual.	
I have reviewed and will comply with the Conflict of Interest Policy.	
I will disclose actual or possible conflicts promptly.	
I will preserve confidential student, employee, legal, safety, and executive-session information.	
I will avoid serial communications and deliberations outside properly noticed meetings.	
I understand the Corporation's charitable, educational, public charter-school, and 501(c)(3)-style restrictions.	

Board member name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix F. Conflict Disclosure Form

This form supplements the signed Conflict of Interest Policy and shall be updated annually and whenever circumstances change.

Disclosure Question	Response
Do you or a family member have an ownership, investment, employment, consulting, compensation, or other financial interest in any vendor, landlord, lender, donor, service provider, or partner doing or seeking business with LA of AZ?	
Do you or a family member receive compensation from LA of AZ or any entity that contracts with LA of AZ?	
Do you have any relationship that could reasonably appear to impair independent judgment?	
List business interests, board memberships, employment, consulting roles, family relationships, gifts/favors, or potential transactions relevant to LA of AZ.	

Name: \_\_\_\_\_ Role: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix G. Founder Consent Form

Use this form when Founder approval is required by the Bylaws.

Action Requiring Founder Consent	Details
Director appointment / election	
Director vacancy appointment	
Director removal	
Future Governing Board appointment / replacement	
Bylaw amendment requiring Founder participation in majority	
Other action requiring Founder consent	

Founder consent statement: I, the Founder, as recognized in the Bylaws, approve the action described above.

Founder signature: \_\_\_\_\_ Date: \_\_\_\_\_

Secretary certification: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix H. Agenda Template

### NOTICE AND AGENDA OF MEETING OF THE LEADERSHIP ACADEMY OF ARIZONA BOARD OF DIRECTORS

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Leadership Academy of Arizona Board of Directors and to the general public that the Board will hold a meeting open to the public on [DATE], beginning at [TIME] Arizona time, at [LOCATION / VIRTUAL ACCESS INFORMATION].

1. Call to Order
2. Roll Call / Determination of Quorum
3. Public Comment (2 minutes per speaker)
4. Approval of Prior Meeting Minutes
5. President Report: enrollment, staffing, launch, academics, operations, compliance, and community updates
6. Finance and Budget Report: budget-to-actuals, cash, accounts payable, procurement, contracts, grants, and audit readiness
7. Compliance / ASBCS / Public Records Report
8. Action Items: list each specific item separately with “discussion and possible action” if a vote may occur
9. Executive Session, if needed, with specific statutory authority and general description
10. Action Following Executive Session, if any
11. Future Agenda Items
12. Announcements
13. Adjournment

Posting certification: I certify that this Notice and Agenda was posted on [DATE] at [TIME] at <https://leadershipaz.org/> and at [physical posting location when available].

Posted by: \_\_\_\_\_

## Appendix I. Minutes Template

Minutes Item	Entry
Meeting date/time/location/access	
Board members present/absent	
Quorum present?	
Call to order time	
Public comment speakers/topics	
Motions, seconds, discussion summary, and vote results	
Executive session citation/time in/time out	
Action following executive session	
Adjournment time	
Minutes prepared by	
Minutes approved on	

### Appendix J. Public Comment Form

Field	Response
Name	
Date	
Agenda item or topic	
Representing self or organization?	
Contact information (optional)	
Do you need accommodation or language assistance?	

Public comment is limited to two minutes per speaker unless the presiding officer announces a different rule. The Board generally may not discuss or act on items not listed on the agenda.

### Appendix K. Public Records Request Log

Date Received	Requester	Request Summary	Assigned To	Due/Status	Date Closed	Notes / Exemptions

### Appendix L. Procurement Checklist

- Confirm the purchase is necessary and aligned to mission, budget, charter, grant, and policy requirements.
- Confirm whether the purchase is budgeted and whether Board approval is required.
- Check for conflicts of interest and related-party issues before vendor selection.
- Select procurement method: under \$10,000 reasonable price; \$10,000 to less than \$100,000 three written quotes; \$100,000 or more formal procurement or current required threshold; cooperative purchase with due diligence; emergency or sole source only when documented and permitted.
- Collect required quotes, bids, cooperative documents, sole-source justification, or emergency documentation.
- Verify vendor qualifications, fingerprinting/background checks if applicable, insurance, licensing, data privacy, and debarment/grant requirements if applicable.
- Obtain Secretary-Treasurer review and legal review when required.
- Obtain Board approval when required.
- Execute written contract or purchase order before services begin unless emergency authority applies.
- Retain invoice, receipt, packing slip, service acceptance, payment approval, and contract in the procurement file.

### Appendix M. President / School Leader Evaluation Template

This template is used by disinterested directors when evaluating the President if the President is also a paid officer/director.

Performance Domain	Evidence / Rating / Notes
Academic implementation and fidelity to three pillars	
Charter application / ASBCS / pre-opening compliance	
Finance, budget, procurement, and internal controls	

Enrollment, family engagement, and community partnerships	
Staff hiring, onboarding, retention, and professional learning	
Special populations, EL/SEI, ESS/504, and student supports	
Safety, facilities, operations, transportation, food service, and technology	
Board communication, reporting, transparency, and records	
Leadership, ethics, conflict compliance, and values-based culture	
Goals for next cycle	

Interested person recusal certification: The President did not participate in the Board’s discussion or vote on compensation, employment terms, evaluation outcome, or any matter from which recusal was required.

Disinterested director signatures: \_\_\_\_\_

### Appendix N. Board Annual Calendar

Month	Board Focus
July	Fiscal year launch; budget implementation; staffing; site/opening readiness; compliance calendar.
August	Enrollment, staffing, safety drills, dashboard launch, handbook implementation.
September	Academic baseline data; EL/ESS compliance; finance report; policy updates.
October	Quarter 1 dashboard; audit readiness; insurance and risk check.
November	ASBCS/authorizer items; facility and enrollment planning; financial forecast.
December	Midyear budget review; curriculum/program review; procurement plan.
January	Enrollment/lottery calendar; annual conflict disclosures; policy review schedule.
February	Board self-evaluation; President midyear review; audit engagement if applicable.
March	Preliminary budget assumptions; staffing plan; salary schedule review.
April	Budget draft; handbook revisions; contracts and procurement planning.
May	Budget adoption planning; school calendar; safety and facilities review.
June	Annual manual review; budget adoption; President evaluation; reserve policy; audit/compliance planning.

### Appendix O. Compliance Dashboard

Area	Metric / Evidence	Owner	Status	Next Action
ASBCS / charter	Application, interview, contract, amendments, pre-opening deliverables	President		
Board governance	Meetings, agendas, minutes, postings, OML training, annual acknowledgments	President / Secretary-Treasurer		
Finance	Budget-to-actual, cash, AP, bank reconciliations, reserves, procurement files	Secretary-Treasurer / business provider		
Audit	Audit engagement, audit report, compliance questionnaire, corrective actions	Board / Secretary-Treasurer		
Academics	Benchmark/state data, intervention, curriculum fidelity, leadership evidence	President		
EL/SEI	HLS, AZELLA, ELD minutes, parent notices, reclassification, monitoring	President / ELD lead		
ESS/504	Child Find, evaluations, IEP/504 compliance, services, related service contracts	President / ESS lead		
Operations	Facility, safety, transportation, food service, technology, insurance	President		

### Appendix P. Committee Charter Template

No standing committees are established at start-up. This template is reserved for future Board action if a committee is created.

Charter Field	Content
Committee name	
Type	Advisory / delegated authority / standing / ad hoc
Purpose	
Authority and limits	
Membership and appointment	
Open Meeting Law status	
Meeting frequency	
Reporting requirements	
Records/minutes owner	
Expiration or review date	

### Appendix Q. Source Review and Change Log

Date	Change / Decision	Source
February 19, 2026	Manual adoption date; Board of Directors adopts manual; effective same date.	User decision; Board resolution date.
May 31, 2026	Manual updated to one Board of Directors start-up model; no separate Governing Board at start-up.	User decision; Bylaws Article VI reserved for future.
May 31, 2026	Financial controls and procurement thresholds inserted using conservative charter-school and IRS-aligned standards.	Arizona Auditor General guidance; IRS 501(c)(3)/excess-benefit standards; Conflict Policy.
May 31, 2026	Approved campus placeholder inserted pending ASBCS approval and site control.	User decision; Davis-Monthan memo and facility planning.
May 31, 2026	Referenced student/program policies listed as references only, not incorporated in full.	User decision.
May 31, 2026	No standing committees at start-up; committee template included for future use.	User decision.

### Final Working-Draft Note

This manual is a complete Board policy manual draft based on the information available and decisions supplied. It should be reviewed by Arizona charter counsel, the Corporation’s business/finance provider, and any sponsor-required reviewer before publication or final operational reliance. If ASBCS approval, the charter contract, procurement exemptions, site control, insurance requirements, or Board composition changes, this manual should be updated promptly.

# Appendix R. Comprehensive Policy Capture Crosswalk and Branding Update

## Purpose of this appendix

This appendix documents the second-pass review of the Leadership Academy of Arizona Drive folders and the Branding and Logo folder. It confirms which policy areas are already captured in the Board Policy Manual, which are incorporated by reference as separate operational policies, and which documents remain models or drafting sources rather than adopted LA of AZ policy.

**Source alignment:** Reviewed sources include the Governance/Board documents, Education Plan, Operations Plan, Business Plan, Budget/Pro Forma materials, Employee and Family Handbook folder, Board Meetings folder, Board Members folder, Website folder, and Branding and Logo folder. The review prioritized LA of AZ-specific documents and treated external or non-LAAZ materials as models only unless expressly adopted by the Board.

## Brand standards applied

This update applies the official Board-material branding direction from the Branding and Logo folder: use the primary crest for formal Board materials, Deep Navy as the principal institutional color, Bright Yellow and Golden Yellow as accent colors, Crimson Red only as a limited accent, Palatino/Palatino Linotype as the primary body typeface, and Montserrat as the secondary heading and administrative typeface.

Brand element	Manual treatment
Primary logo / crest	Placed on the cover because the Brand Kit reserves the crest for high-visibility and formal applications such as official documents and board materials.
Color palette	Deep Navy #182B45 used for headings and table headers; Bright Yellow #FDCE19 / Golden Yellow #E09900 used as restrained accent colors; Crimson #B53532 reserved for warnings or critical notes.
Typography	Palatino Linotype used for body text to approximate the Brand Kit primary typeface; Montserrat specified for headings and short administrative labels.
Logo usage caution	Do not stretch, crop, recolor, or compress the crest. Use the horizontal logo for ordinary family/marketing materials and the formal wordmark for clean text-only applications.

**Source alignment:** Brand Kit\_Brainstorm 2.pdf: primary crest, formal wordmark, horizontal logo, color palette, Palatino primary typeface, Montserrat secondary typeface, and usage notes for official documents and board materials.

## Policy capture status by source family

Source family	Policy area reviewed	Manual status
Articles of Incorporation	Legal identity, 501(c)(3) charitable/educational purpose, public charter school purpose, private-inurement prohibition, political-campaign prohibition, dissolution, indemnification, initial directors/officers.	Captured in Parts 1-4 and Appendices A-D.
Bylaws	Board authority, Founder approval rights, Board size/terms, officer duties, finance, records, committees, future Article VI Governing Board, bylaws amendment rule.	Captured in Parts 3-6 and Appendix B; start-up one-Board model retained.
Organizational Minutes	Adoption of Articles/Bylaws, fiscal year ending June 30, adoption of conflict policy, bank account, reimbursement of formation expenses, legal counsel, Form 1023 authority.	Captured in finance, records, conflict, legal counsel, and corporate compliance sections; added to source crosswalk.
Certificate of Disclosure	ACC disclosure and 60-day supplemental certificate obligation for new officers/directors/control persons.	Captured in compliance dashboard and annual Board calendar.
Conflict of Interest Policies	Disclosure, recusal, disinterested review, compensation restrictions, annual statements, periodic reviews, outside experts, Arizona conflicting-interest transaction statutes.	Captured in Policy 4.04, finance thresholds, President evaluation, annual acknowledgments, and Appendix forms.
Board Resolution / Charter Representative Resolution	ASBCS application authorization and the President as Charter Representative.	Captured in source hierarchy, charter status, and Appendix D.

Board Agenda Template and Board Meetings folder	Open Meeting Law notice, agenda specificity, public comment, executive session, minutes/records, posting certification.	Captured in Part 5 and Agenda/Minutes/Public Comment appendices.
Board Members folder / contact sheet	Current roster source and compliance tracking materials.	Captured by public roster role language only; private contact information intentionally not published.
ASBCS Letter, Letter of Intent, New Charter Instructions, Application Preparation Form	Application status, TRP process, interview/Board consideration timeline, required background/credit/fingerprint documents, consistency across plans, named contributors/advisors.	Captured in charter status, compliance calendar, training/onboarding, source review, and Board annual calendar.
A.1 Educational Philosophy and Pitch/Parent Q&A	Three pillars, 12 leadership traits, leadership-centered academic accelerator, family partnership, values-academy identity.	Captured in mission/identity and academic oversight; values language limited to lawful mission/identity language.
A.2 Target Population and Davis-Monthan Concept Memo	Target population, military-connected/DMAFB corridor planning, no transportation assumption, community-responsive school model.	Captured in mission, enrollment, transportation, facilities, and campus-placeholder language.
A.3 Program of Instruction and Leadership/PE curriculum files	Curriculum adoption, standards alignment, instructional model, intervention, enrichment, leadership curriculum, PE/arts/technology/Spanish.	Captured in academic oversight and curriculum adoption/evaluation policies; detailed curricula remain separate instructional documents.
A.4 Special Populations and ELL Program	FAPE/LRE, IDEA/504/ADA/Title III access, MTSS, HLS/AZELLA, SEI pull-out, ELD minutes, reclassification/monitoring.	Captured in student supports policy and referenced ELL/SEI and special education/504 policy requirements.
A.5 Calendar and Weekly Schedule	180-day calendar, standard day, Wednesday early release, instructional-minute compliance, PD/PLC schedule.	Captured in Board approval of calendar/schedule and annual Board calendar.
A.6 Academic Systems Plan and Year One Performance Goals	Academic targets, monthly dashboard, quarterly data dives, curriculum council, adoption/revision cycles, board learning plan.	Captured in academic dashboard, curriculum, annual goals, and Board training policies.
B.1 Applicant Entity / B.2 School Governing Body / B.3 Management	Corporate principals, Board/management separation, Board as legally accountable body, President/Principal reporting, governance safeguards.	Captured in governance structure, officer roles, delegation, and President evaluation policies.
B.3.2 Contracted Services	Business services, legal, IT, marketing/recruitment, HR/payroll, food service, ESS providers, PD providers, vendor fingerprint/background requirements.	Captured in procurement, vendor management, fingerprinting, contract/legal review, and service-provider oversight.
C.1 Facilities and facility/developer materials	Facility decision gates, site control, due diligence, EOP/site opening readiness, no campus until approved.	Captured in facilities and site-opening policies; manual uses "approved campus to be inserted."
C.2 Marketing and Student Enrollment / Enrollment Policy	Recruitment timeline, lawful marketing, application, lottery, waitlist, enrollment preferences, nondiscrimination, documentation.	Captured in referenced enrollment/admissions/lottery policy and website publication controls.
C.3 Staffing, Salary Schedule, Employee Handbook folder	Staffing plan, salary schedule, employee handbook controls, fingerprinting, HR/payroll systems, personnel authority.	Captured in personnel, salary schedule, fingerprinting, and handbook-approval policies; employee handbook remains separate.
C.4 Revenue, C.5 Startup Budget, C.6 Three-Year Budget, Budget/Pro Forma/AZCSP Grant	Budget approval, monthly financial monitoring, grant controls, reserves, debt/facility financing, enrollment assumptions.	Captured in finance, budget, audit, debt, grants, reserves, procurement, and compliance dashboard.
Family Handbook draft	School identity, enrollment, calendar, transportation, health/medication, meals/allergies, wellness, safety, visitors/volunteers, curriculum review, special populations, homework/MTSS, conduct/technology/fees.	Captured as Board-approved handbook reference; added operational policy queue for separate Board adoption/publication.

Beyond the Bell Handbook	Before/after-school model procedures, rates, sign-in/out, discipline, medical, emergency, field trip, mandatory reporting, medication, pesticide notice, special needs.	Model only; manual requires an LA of AZ-specific after-school/Beyond the Bell policy before use.
Website folder	Public notices, policy postings, enrollment forms, tour information, required notices, and public records contact.	Captured in website/publication policy and website action queue.

## Board-adopted policy catalog

The Board Policy Manual now captures the following Board-level policies directly or by reference.

Operational handbooks remain separate documents and should be adopted or accepted by Board action before publication.

Policy area	Capture method
Governance and corporate authority	Directly in manual
Founder approval rights and future Article VI Governing Board	Directly in manual
Board officers, terms, quorum, training, conduct, confidentiality	Directly in manual
Conflict of interest, related-party transactions, compensation review, annual disclosures	Directly in manual plus signed Conflict Policy appendix
Open Meeting Law, public comment, agenda posting, minutes, executive session, records	Directly in manual plus templates
Public records request intake and retention	Directly in manual plus log template
Finance, budget, banking, signers, credit cards, reimbursements, two-approval controls	Directly in manual
Procurement, quotes, bids, cooperative purchases, emergency purchasing, vendor files	Directly in manual plus checklist
Contracts, legal review, vendor management, fingerprinting/background checks	Directly in manual
Audit/compliance questionnaire roll-call acceptance and annual compliance calendar	Directly in manual
Debt, facilities finance, grants, donations, reserves, insurance, risk management	Directly in manual
Academic accountability dashboard, curriculum adoption/evaluation, Year 1 goals	Directly in manual
Youth Leadership Development and values-academy identity	Directly in limited mission/identity and academic oversight sections
Enrollment/admissions/lottery/waitlist/nondiscrimination	Separate policy referenced; Board adoption required
Student/family handbook and annual school calendar	Separate handbook referenced; Board approval required
Employee handbook, salary schedule, benefits, grievance, fingerprinting	Separate handbook/schedule referenced; Board approval required
ELL/SEI program, HLS/AZELLA, ELD minutes, reclassification/monitoring	Separate ELL/SEI plan referenced; Board oversight required
Special education/504/Child Find/procedural safeguards/McKinney-Vento	Separate special populations policy referenced; Board oversight required
Discipline/suspension/expulsion/bullying/harassment/technology AUP	Separate student conduct policy referenced; Board approval required
Transportation/field trips/no daily transportation assumption	Separate operational policy referenced; Board approval required
Food service, allergies, wellness, meal payments, food rewards	Separate food service/wellness policy referenced; Board approval required
Beyond the Bell / after-school program	Separate LA of AZ-specific policy required before program launch
Emergency Operations Plan, school safety, visitors/volunteers/Raptor, drills	Direct Board oversight plus confidential site-specific EOP
Website posting, public-facing policy index, draft/non-adopted disclaimer	Directly in manual and website action queue

## Operational policy adoption queue

The following items should be prepared as separate LA of AZ policies or handbooks and then adopted, accepted, or annually approved by the Board before opening. These are captured in the manual as required

referenced policies, but they should not be treated as fully adopted operational rules until the Board acts on the final LA of AZ versions.

Referenced policy / handbook	Finalization action before opening
Enrollment, Admissions, Lottery, and Waitlist Policy	Finalize adoption body terminology from “Governing Board” to “Board of Directors” for start-up. Post policy and annual calendar to website.
Student/Family Handbook	Finalize campus placeholders, Board/Principal terminology, calendar, fees, conduct, technology, wellness, and family complaint process.
Employee Handbook	Board-adopted start-up employee handbook exists. Complete post-charter legal/HR implementation review before employee distribution, including at-will language, wage/hour, leave, EEO, accommodations, grievance, mandatory reporting, fingerprinting/background checks, mandatory training, benefit plan documents, payroll setup, and role-based routing.
Special Education / Section 504 / Child Find / Procedural Safeguards Policy	Board should approve a public policy summary and confirm confidential implementation procedures.
ELL/SEI Program	Before Board acceptance, confirm the corrected grades 6-8 minute structure (60 targeted + 40 integrated = 100 total daily ELD minutes) and align the master schedule, staffing plan, Family Handbook summaries, Employee Handbook responsibilities, and EL walkthrough/documentation tools.
Student Conduct, Discipline, Suspension/Expulsion, Bullying/Harassment, Technology AUP	Board should approve due-process and appeal rules before families sign the handbook.
Transportation and Field Trip Policy	State that daily transportation is not provided; define field-trip transportation, chaperone, vehicle, insurance, and emergency rules.
Food Service, Allergy, Meal Modification, and Local Wellness Policy	Required before meal service; post wellness policy and identify responsible official.
Health, Medication, Immunization, Illness, Injury, Mandatory Reporting, and Pesticide Notice Policy	Family Handbook contains draft coverage; Board should approve LA of AZ-specific health and safety policy.
Visitors, Volunteers, Tours, Classroom Observations, and Raptor/ID Procedures	Publish accessible website procedures consistent with family-facing handbook and campus safety plan.
Public Records / Records Retention / FERPA / Data Privacy / Cybersecurity	Manual has Board controls; operational procedures should specify records custodian workflow and student-data vendor safeguards.
Emergency Operations Plan and School Safety Plan	Board should approve/accept existence and annual review cycle; full security-sensitive EOP should not be publicly posted.
Beyond the Bell / After-School Program	BFCS handbook is a model only. Create LA of AZ version before launch with hours, rates, payment, sign-in/out, health, discipline, emergency, and special-needs procedures.

### Website posting and deletion controls for <https://leadershipaz.org/>

The website should be treated as the public policy and notice hub. The Board Policy Manual now captures the website requirements below.

Website action	Required treatment
Add / maintain Board & Public Notices page	Post meeting notices, agendas, public comment rules, approved minutes when available, the public records request email (records@leadershipaz.org once active; interim info@leadershipaz.org), and the Board policy index.
Add public policy library	Post adopted policies only: enrollment/lottery, nondiscrimination/equal access, handbook, public records request process and custodian, tour/classroom observation procedures,

	wellness policy, required student-support notices, and Board-approved family policies.
Add draft disclaimer	Clearly label materials not yet adopted by the Board as draft, planning, model, or informational.
Do not post campus-specific address or maps yet	Use “approved campus to be inserted” until ASBCS approval/site control and Board authorization.
Do not post non-LA of AZ model handbooks as if adopted	Beyond the Bell BFCS handbook and external employee handbook models should not be presented as LA of AZ policy until adapted and approved.
Use values-academy language carefully	Use mission-consistent language focused on respect, responsibility, integrity, strong academics, family partnership, and political neutrality in instruction. Avoid wording that could appear to limit equal access or conflict with nondiscrimination obligations.

**Source alignment:** Website folder; Family Handbook draft; Enrollment Policy; Brand Kit; Articles and Bylaws nondiscrimination, 501(c)(3), and no political campaign activity provisions; ASBCS application status and campus/site-control materials.

### Final source-alignment conclusion

Based on the reviewed Leadership Academy of Arizona folders, the Board Policy Manual now captures the Board-level policy framework. The remaining work is not additional Board manual content; it is finalization and Board adoption of separate operational policies and handbooks that the manual references. The highest-priority pre-opening policy items are the Student/Family Handbook, Employee Handbook, Special Education/504 policy, ELL/SEI plan acceptance, Student Conduct/Discipline/Technology policy, Food Service/Wellness policy, Health/Medication policy, Transportation/Field Trip policy, Visitor/Volunteer policy, Public Records/FERPA/Data Privacy procedures, Emergency Operations Plan review cycle, and an LA of AZ-specific Beyond the Bell/after-school policy.

### Revision entry

Date	Revision	Sources
May 31, 2026	Branding and comprehensive policy-capture appendix added; policy catalog and operational adoption queue inserted; crest, colors, and typeface specifications applied.	Brand Kit_Brainstorm 2.pdf; Articles; Bylaws; Organizational Minutes; Conflict Policy; Board Resolution; ASBCS letter/instructions; A.1-A.6; B.1-B.3.2; C.1-C.6; Family Handbook; Enrollment Policy; ELL Program; Board Agenda Template; Beyond the Bell model; President Employment Packet; Arizona Auditor General and IRS guidance.