

MAY 15, 2017

Enrollment Cap

Amendment Report

Academy of Mathematics and Science, Inc.

(Entity ID 92768)

AGENDA ITEM: Enrollment Cap Amendment Request—Academy of Mathematics and Science, Inc. (Entity ID 92768).

Request and Eligibility

Academy of Mathematics and Science, Inc. (“Charter Holder”) submitted an expansion amendment request on April 19, 2017 to increase the enrollment cap from 800 to 1188, beginning in FY 2018.

The Charter Holder operates one school: Academy of Mathematics and Science Camelback. Academy of Mathematics and Science Camelback has not been designated for school improvement in FY 2017. As a result, the Charter Holder is eligible to submit an expansion request.

Background

History

The Charter Holder was granted a charter in 2015, which is currently approved for grades K-8, and operates one school: Academy of Mathematics and Science Camelback.

Governance

The Charter Holder is governed by a corporate board that consists of four individuals. The corporate principals listed on ASBCS Online and the website of the Arizona Corporation Commission are listed in the table below.

Member Name	Position
Tatyana Chayka	President
Maria Vasilieva	Vice President
Olga Boytsova	Secretary
Kim Chayka	Director

The school has a separate governing body responsible for the policy decisions of the school. The governing body membership is listed in the chart below.

Member Name	Type
Tatyana Chayka	School Staff
Kim Chayka	School Staff
Maria Vasilieva	Parent
Holly Marcus	Community
Lee Evans	Community
Catherine Borinstein	Community
Steven Garbade	Community
Robert Avalos	Community

Associated Schools

Associated schools are defined as schools operated by a charter holder that operates one or more other charter schools that contract with the same Education Service Provider; a school operated by the same charter holder but under different charter contracts; or a school operated by a charter holder with at least fifty (50) percent of corporate board officers, directors, members, or partners in common, as reflected by the charter contract.

Schools Associated with Academy of Mathematics and Science Camelback	
Schools operated by the charter holder with at least fifty (50) percent of corporate board officers, directors, members, or partners in common, as reflected by the charter contract.	
School	Charter Holder
Academy of Mathematics and Science South	Academy of Mathematics and Science South, Inc.
Academy of Math and Science	Academy of Mathematics and Science, Inc.
Math and Science Success Academy	Math and Science Success Academy, Inc.



Compliance

As stated in Board policy, prior to an expansion request being considered by the Board, staff conducts a compliance check. The Charter Holder does not have any compliance issues.

The Charter Holder was last before the Board on May 9, 2016. Procurement Laws and USFRCS Exceptions were approved as part of the consent agenda items.

Academic Performance

The Board's academic framework uses two measures to calculate overall academic ratings, letter grades and state designations for school improvement. Due to a moratorium on letter grades until FY 2018, based on FY 2017 data, the Board has not calculated overall ratings for FY 2015 and 2016. As it relates to school improvement, Academy of Mathematics and Science Camelback has not been designated for school improvement in FY 2017.

Operational Performance

The Operational Performance Framework includes expectations the charter holder and the schools it operates are required to meet through state and federal law, the charter contract, and administrative rule. In FY 2016, the Charter Holder met the Board's Operational Performance Standard set forth in the Performance Framework adopted by the Board.

Financial Performance

The Financial Performance Framework gauges both near-term financial health and longer term financial sustainability of the charter holder. Six measures are used in the financial framework: Going Concern, Unrestricted Days Liquidity, Default, Net Income, Cash Flow, and Fixed Charge Coverage Ratio. The Charter Holder meets the Board's Financial Performance Expectations set forth in the Performance Framework adopted by the Board.

Staff Recommendation

At its August 8, 2016 meeting, the Board approved staff recommendation criteria for all expansion requests. A charter holder must meet all criteria for the request to receive a staff recommendation for expansion.

The Enrollment Cap Amendment Request submitted by the Charter Holder **meets 4 of the 6 criteria** required to receive a staff recommendation under the guidelines set forth in the request instructions. Details regarding items that met are provided in Appendix A. Staff Recommendation Criteria Chart. The table below provides an analysis of the information reviewed by staff regarding the two criteria the Charter Holder did not meet.

Staff Recommendation Criteria	Analysis
In operation for three years	The Charter Holder has been in operation for 2 years.
ADM is within 85% of current enrollment cap	<p>The Charter Holder currently serves 540 students, which is 68% of the current enrollment cap of 800 students.</p> <p>The projected enrollment provided by the Charter Holder in the Enrollment Matrix indicates an enrollment increase that will exceed the current enrollment cap capacity in FY 2018.</p>

Request Summary and Analysis

Summaries of the documentation and narrative provided by the Charter Holder are provided below. Amendment request materials submitted by the Charter Holder are provided in Appendix B.

Rationale

The narrative provided states that the Charter Holder seeks to increase its enrollment cap from 800 to 1188 since the school has reached its building capacity. Due to high demand from the local community and confidence in the leadership team to support a larger student population, it has been decided to increase enrollment so additional

students can attend Academy of Mathematics and Science Camelback. The school is currently under construction to increase capacity in order to accommodate the additional students for FY 2018 and beyond.

Board Minutes

The submitted minutes indicate that on February 14, 2017, the school’s governing board unanimously approved increasing the enrollment cap to 1200.

Occupancy Documentation

The most recent Certificate of Occupancy and/ or Fire Marshal’s inspection report was submitted with the request documenting that the facilities are approved for educational use and have a permitted occupancy for the requested enrollment cap.

Staffing Plan

The Staffing Plan provided by the Charter Holder indicates a growth from 40 to over 70 staff members over the next three years. The staff member increase will include adding 26 teachers, four paraprofessionals, two special education teachers, and an assistant principal for the middle school. The Charter Holder indicates they have already recruited the additional staff that will be needed for FY 2018. For future school years, the recruiting and hiring process will begin in January through the network’s business office. Recruitment is conducted through “general and teacher-specific employment websites, top-ranking Universities’ job boards, forums, social media, and other websites.” The hiring process is conducted by the HR coordinator at the network office. Training and professional development for instructional, administrative, and non-instructional staff is provided in a variety of ways, such as shadowing, trainings conducted prior to the start of the school year, and conferences.

Enrollment

The enrollment targets, as described in the narrative, are consistent with the enrollment table provided below. The narrative provided indicates that the Charter Holder expects that over the next two years the school will likely reach the requested enrollment cap of 1188. The Charter Holder indicated that there are 531 returning students and 1186 students interested in enrolling for FY 2018, with the majority of the interested students likely to be waitlisted for next school year. Due to the school already being above 50% capacity, “the school will ramp down enrollment marketing by the end of April as the school must balance creating reserve demand with being sensitive and not overcommitting to the neighborhood.”

Table 1: Current and Target Student Enrollment by Year

School Name: Academy of Mathematics and Science Camelback				
Grade Level	Number of Students			
	Current—FY 2017	Anticipated FY 2018	Anticipated FY 2019	Anticipated FY 2020
Kindergarten	83	116	145	145
1 st	96	145	164	164
2 nd	75	145	164	164
3 rd	57	145	145	145
4 th	58	130	145	145
5 th	58	116	145	145
6 th	56	60	90	90
7 th	55	60	90	90
8 th	45	60	90	90
Total Enrollment	583	977	1178	1178

Concrete Resources

The Charter Holder indicates that additional resources will need to be purchased for the additional students the school plans to serve. These resources include textbooks, novel sets, Saxon Math, Accelerated Reader, Study Island, and NWEA Map Assessments. These resources will be purchased directly from the vendors using bond proceeds and operational capital.



Additional School Choices

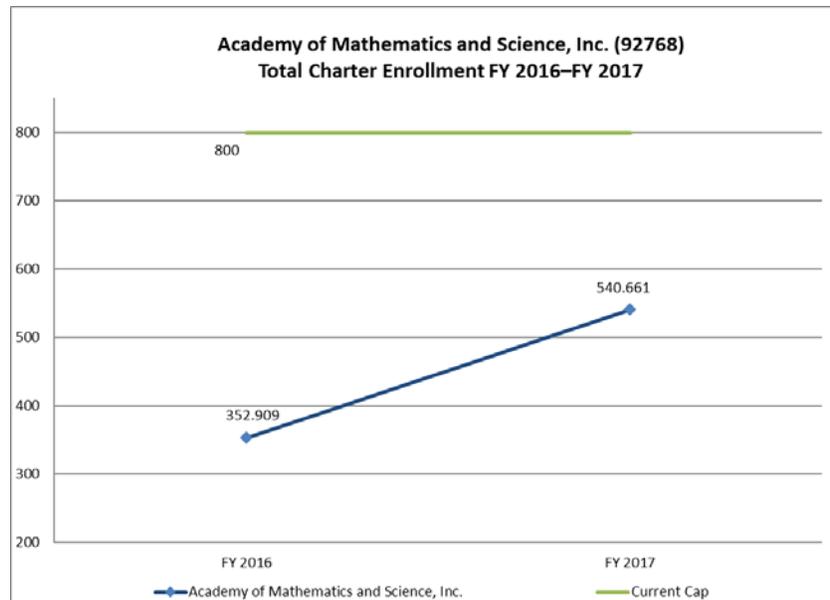
Academy of Mathematics and Science Camelback opened in FY 2016. Due to a moratorium on letter grades until FY 2018, based on FY 2017 data, letter grade data is not available for this school. The school is located in Phoenix near North 67th Avenue and West Camelback Road. The following information identifies additional schools within a five-mile radius of Academy of Mathematics and Science Camelback and the academic performance of those schools.

There are 89 schools that received an A–F letter grade in 2014 serving grades K–8 within a five-mile radius of Academy of Mathematics and Science Camelback. The table on the following page provides a breakdown of those schools. The schools are identified by their A–F letter grades assigned by the Arizona Department of Education in 2014. The table identifies if those schools scored above average on the AzMERIT, had higher scores than those of Academy of Mathematics and Science Camelback, and the number of schools that are charter schools.

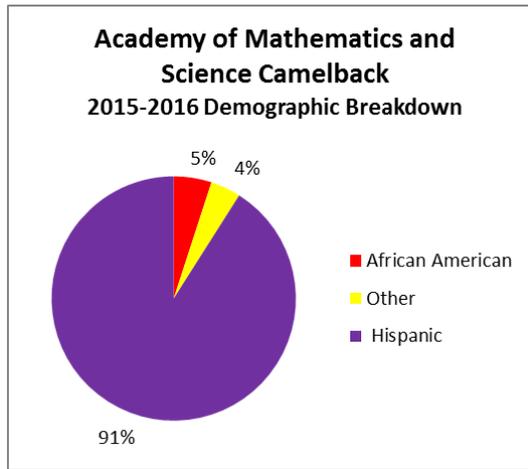
Academy of Math and Science Camelback				2016 AzMERIT ELA 33%	2016 AzMERIT Math 27%	
2014 Letter Grade	Within 5 miles	Above State Average ELA (35%)	Above State Average Math (35%)	Schools with Higher ELA	Schools with Higher Math	Charter Schools
A	8	6	7	6	7	2
B	41	6	10	8	24	9
C	31	0	3	0	8	1
D	8	0	0	0	4	0
F	1	0	0	0	0	0

Enrollment and Demographic Data

The enrollment cap for the Charter Holder is 800. The table below shows Average Daily Membership (“ADM”) for the Charter Holder based on 100th day ADM for fiscal years 2016–2017.



The tables below identify the percentage of students in each demographic group and subgroup identifier.



2015-2016 Subgroup Data

Category	Academy of Mathematics and Science Camelback
Free and Reduced Lunch	87%
English Language Learners	7%
Special Education	6%

**If the percentage of students is 0% or 100% or the group includes less than 10 students, the percentage for that group is redacted.*

Board Options

Option 1: The Board may approve the Enrollment Cap Amendment Request. The following language is provided for consideration:

I move, based on the information contained in the Board materials and presented today, to approve the request to increase the Enrollment Cap for the charter contract of Academy of Mathematics and Science, Inc. from 800 to 1188 beginning in FY 2018.

Option 2: The Board may deny the Enrollment Cap Amendment Request. The following language is provided for consideration:

I move, based on the information contained in the Board materials and presented today, to deny the request to increase the Enrollment Cap for the charter contract of Academy of Mathematics and Science, Inc., for the reasons that: (Board member must specify reasons the Board found during its consideration.)



APPENDIX A
STAFF RECOMMENDATION
CRITERIA CHART

Staff Recommendation Criteria Chart Enrollment Cap Change to Charter Amendment Request

Staff Recommendation Criteria	Satisfies Criteria	Justification/Summary
In operation for three years	<input type="checkbox"/>	The Charter Holder has been in operation for 2 years.
Rating of “Meets Operational Standard” in the most recent Fiscal Year	<input checked="" type="checkbox"/>	The Charter Holder received an Overall Rating of “Meets” on the Operational Performance Dashboard in FY 2016.
Rating of “Meets Financial Performance Standard” in the most recent Fiscal Year	<input checked="" type="checkbox"/>	The Charter Holder received an Overall Rating of “Meets” on the Financial Performance Dashboard in FY 2016.
Past enrollment trends indicate need for increase within three years	<input checked="" type="checkbox"/>	The Charter Holder’s enrollment trend shows an increase in attendance every year the Charter Holder has been in operation according to the Arizona Department of Education’s ADMS46-1 Report.
ADM is within 85% of current enrollment cap	<input type="checkbox"/>	The Charter Holder currently serves 540.661 students, according to ADE school finance. The current enrollment cap is 800. The Charter Holder is within 68% of its current enrollment cap.
Each school operated by the Charter Holder performs at or above the average performance of a majority of schools within a five-mile radius of the school’s location; or the proposed school offers a unique program of instruction within a five-mile radius of the target area.	<input checked="" type="checkbox"/>	<p>The Charter Holder had a scores of 33% in ELA and 27% in Math on the FY 2016 AzMERIT.</p> <p>14 of the 89 schools serving K-8 within a five-mile radius had a greater percentage of students receiving passing scores in ELA on the FY 2016 AZMERIT.</p> <p>43 of the 89 schools serving K-8 within five-mile radius had a greater percentage of students receiving passing scores in Math on the FY 2016 AZMERIT.</p>

APPENDIX B

AMENDMENT REQUEST MATERIALS

Enrollment Cap Notification Request

Charterholder Info

Charter Holder

Name:
Academy of Mathematics and
Science, Inc.

CTDS:
07-82-70-000

Mailing Address:
1557 West Prince Road
Tucson, AZ 85705
> [View detailed info](#)

Representative

Name:
Tatyana Chayka

Phone Number:

Downloads

 [Download all files](#)

Enrollment Cap

From:
800

To:
1188

Attachments

Board Minutes –  [Download File](#)

Increase to Enrollment Cap Attachments

The following 2 attachments are only required if the enrollment cap is increasing.

Documentation that current facilities can accommodate requested capacity –  [Download File](#)

Narrative describing the staffing changes and recruiting efforts that will be made to reach capacity –  [Download File](#)

Additional Information

 [Download File](#) – Enrollment Matrix

 [Download File](#) – Staffing Chart

Signature

Charter Representative Signature
Tatyana Chayka 04/19/2017



AMSC Governing Board, Tuesday February 14, 2017

The noticed of this meeting was posted in compliance with ARS section 38-431.02 on February 13, 2017.

Location

Academy of Math and Science
6633 W Camelback Rd
Phoenix, AZ 85033

Board Members Present (at location):

Kim Chayka
Robert Avalos
Steve Garbade

Board Members Absent:

Tatyana Chayka
Maria Vasilieva

Board Members Present (telephonically):

Catherine Bornstein
Lee Evans
Holly Marcus

Public Present:

Steven Hykes

Minutes taken by: Erin McClendon

Call to order of the Academy of Math and Science Camelback Governing Board

Meeting was called to order at 10:31 am by Mr. Garbade.

Agenda 1 Consideration to approve Q2 budget to actuals

Mr. Hykes explained State Equalization Assistance decreased due to student enrollment being lower than projected, 583 to 568 (current student enrollment is 578). Title I allocation received an additional \$70k that helped make up for it. The AZCSP grant is \$250k, however they had budgeted to spend funds in the prior year which they were unable to make happen. The fund year is 2/1 – 1/31 and therefore remaining funds will be carried forward. Salaries increased by additional staff hired during the middle of year to prepare for next year growth. Benefits are currently at 19% of salary compared with projection of 21%. Management Fees increased due to overall increased revenue and on a per pupil basis. Increased water usage and trash are due to student size and outdoor area space that is utilized. NSLP increased based on the switch to provision two where all students receive free lunch and breakfast. It will show as a loss for its first year but will be made up in time and paperwork over the next four. Textbooks are capitalized and expended as depreciation and are purchased with AZCSP grant. Originally, they projected \$203k for Net Ordinary Income but it is now \$108k because the increase in federal revenue was offset by increased expenditure on food service and additional staff was hired to prepare for next year's campus growth. Net cash of \$627k puts the DSCR at 1.59 which leaves AMSC in a good place. 61 days of cash are on hand.

- **Mr. Avalos made a motion to approve Q2 budget to actuals**
- **Mr. Garbade seconded.**
- **Motion passed unanimously.**

Agenda 2 Consideration for Kim Chayka to enter into agreement on behalf of AMS with architect Carhuff and Cuevas

Mr. Chayka explained they have used Carhuff and Cuevas in the past and are continuing to use them for now. Going forward, Mr. Chayka would like to build additional relationships with other architects. No bills have been sent as of yet by C&C which is a benefit to having a long standing relationship with them, but a downside is less room to negotiate with no other bids. There is currently no agreement to look at, but it can be sent out to members once received.

- **Mr. Avalos made a motion to approve Kim Chayka to enter into agreement on behalf of AMS with architect Carhuff and Cuevas**
- **Mr. Garbade seconded.**
- **Motion passed unanimously.**

Agenda 3 Consideration to increase enrollment cap to 1200

Currently the enrollment cap is at 800. Last year they found there were 1600 students waitlisted. They are shooting for 900 – 930 students next year with a focus on K – 5 giving them a chance to acclimate to the AMS culture and academics. The additional renovations will allow 1500 student at max.

- **Mr. Avalos made a motion to increase enrollment cap to 1200**
- **Mr. Garbade seconded.**
- **Motion passed unanimously.**

Meeting Adjourned

Mr. Chayka explained that the projects will be brought back up in another meeting to sign off before anything is finalized.

Network-wise they currently have \$18mil in debt outstanding. The proposed financing including expansion would move that up to \$39mil. They are looking to get a credit enhancement from the state which is provided for A rated schools. They will need to partner with an underperforming school in order to qualify. If all bonds are enhanced they are projecting the network net income of \$474 to jump up to \$642k. For enrollment cash they would go up from \$878 to \$1.1mil. Enrollment would go up by 500 students. Next case without enhancement but keeping enrollment they would go from \$474k down to \$356k. The worst case scenario with no enhancement and less than 300 for enrollment they would go from \$474k down to -\$707k. Different scenarios were discussed and the board asked any questions they had. Mr. Chayka also explained the loan and bond processes and the different opportunities they have available to them. The board looked at the floorplan of the new AMSC building as Mr. Chayka explained all the elements including a new lobby, performance stage, basketball court, soccer field, resurfacing the parking lot, and so forth. Different flooring options were discussed as well.

Meeting Adjourned

Meeting was adjourned at 11:48am by Mr. Garbade.



City of Phoenix

CERTIFICATE OF OCCUPANCY

MAIL TO:

CANYON BUILDING AND DESIGN LLC
4750 N LA CHOLLA BLVD
TUCSON, AZ 85705

Issuance of this Certificate of Occupancy indicates the following described building, or portion of a building, has been inspected and been found to be in substantial compliance with applicable city codes and ordinances for the hereby authorized use and occupancy. No change in use, occupancy, or of use is allowed without obtaining a new Certificate of Occupancy. This building shall be maintained in a safe and sanitary condition. All devices, safeguards and exit facilities shall be maintained in good working order. This Certificate of Occupancy shall be void if any requirement, condition or stipulation of Certificate of Occupancy or of the authorizing permits is violated. This Certificate of Occupancy is to be kept on the subject property, and is required to be posted for public information if so ordered by the building official.

SUBJECT ADDRESS: 6633 W CAMELBACK RD
OWNER: GERSHMAN PROPERTIES LLC
11633 SAN VICENTE BLVD STE 314
LOS ANGELES, CA 90049

CERTIFICATE #: 1504624 **BUILDING PERMIT:** BLD 15013867
ISSUED: 09-NOV-2015 **PERMIT DESC:** ACADEMY OF MATH & SCIENCE - CLASSF
PROJECT: 00-6878 - AT&T PHOENIX WEST

FLOOR AREA: 4,215

AUTHORIZED USE AND OCCUPANCY: I:E

phrp0101 rev 1.1 ki

EFFECTIVE BUILDING CODES: 2012 IRC, 2012 IECC, 2012 IBC, 2011 NEC, 2012 IMC, 2012 UPC OR 2012 IPC, 2012 IFC, 2012 IFGC.

TYPE OF BUSINESS: SCHOOL LOG#: LPBI 1502245 PROJECT#: 00-6878

SPRINKLERS: (Y) FIRE ALARM: (Y) EMERGENCY LIGHTING: (Y) ELEVATORS: (N)

SPECIAL EGRESS CONTROL: (N) SPECIFIC BUILDING INFO: (N) DEFERRED SUBMITTAL: (N)

SPECIAL INSPECTIONS (1705): STRUCTURAL (N), ELECTRICAL (N), MECHANICAL (N), PLUMBING (N)

OBSERVATION (1704): STRUCTURAL (N) ELECTRICAL (N) MECHANICAL (N) PLUMBING (N)

WATER SUPPLY: SECONDARY BACKFLOW: (N)

ZONING: C-0 REVIEWER: WILLIAM BRADLEY/PBI

DESCRIPTION OF WORK: tenant improvement - add 3 classrooms

**PERMIT-BY-INSPECTION, PLANS TO BE REVIEWED ON SITE, ALL WORK SUBJECT TO THE FIELD INSPECTORS FINAL APPROVALS.

**NOTE: A SEPARATE PERMIT MAY BE REQUIRED FOR: FIRE PROTECTION SYSTEM INSTALLATION/MODIFICATIONS

TO SCHEDULE FIRE INSPECTION PLEASE CALL LORETTA RICHARDS @ 602-513-3121



City of Phoenix

CERTIFICATE OF OCCUPANCY

MAIL TO:

CANYON BUILDING AND DESIGN LLC
4750 N LA CHOLLA BLVD
TUCSON, AZ 85705

Issuance of this Certificate of Occupancy indicates the following described building, or portion of a building, has been inspected and been found to be in substantial compliance with applicable city codes and ordinances for the hereby authorized use and occupancy. No change in use, occupancy, or of use is allowed without obtaining a new Certificate of Occupancy. This building shall be maintained in a safe and sanitary condition. All devices, safeguards and exit facilities shall be maintained in good working order. This Certificate of Occupancy shall be void if any requirement, condition or stipulation of Certificate of Occupancy or of the authorizing permits is violated. This Certificate of Occupancy is to be kept on the subject property, and is required to be posted for public information if so ordered by the building official.

SUBJECT ADDRESS: 6633 W CAMELBACK RD
OWNER: GERSHMAN PROPERTIES LLC
11633 SAN VICENTE BLVD STE 314
LOS ANGELES, CA 90049

CERTIFICATE #: 1504631 **BUILDING PERMIT:** BLD 15011865
ISSUED: 09-NOV-2015 **PERMIT DESC:** ACADEMY OF MATH & SCIENCE-REMODE
PROJECT: 00-6878 - AT&T PHOENIX WEST

FLOOR AREA: 18,278

AUTHORIZED USE AND OCCUPANCY: I:E

phrp0101 rev 1.1 ki

EFFECTIVE BUILDING CODES: 2012 IRC, 2012 IECC, 2012 IBC, 2011 NEC, 2012 IMC, 2012 IPC, 2012 IFC, 2012 IFGC.
TYPE OF BUSINESS:SCHOOL LOG#: LPRX 1501517 PROJECT#: 00-6878
SPRINKLERS: (Y) FIRE ALARM: (Y) EMERGENCY LIGHTING: (Y) ELEVATORS:(N)
SPECIAL EGRESS CONTROL:(N) SPECIFIC BUILDING INFO:(N) DEFFERED SUBMITTAL:(Y)
SPECIAL INSPECTIONS (1705): STRUCTURAL (Y)STEEL/WELDING, CONCRETE,EPOXY ANCHORS,HIGH STRENGTH BOLTS AND
SOIL/Special inspection is required for Soil/Geotechnical, see attached form and provide the form to the City of
Phoenix Field inspector for review and approval, COFO cannot issue without this form., ELECTRICAL (N),
MECHANICAL (y), PLUMBING (N)
OBSERVATION (1704): STRUCTURAL (N) ELECTRICAL(N) MECHANICAL(N) PLUMBING (N)
WATER SUPPLY: EXISTING 2 INCH DOMESTIC WATER METER SECONDARY BACKFLOW: (N)
REVIEWER: KAL
DESCRIPTION OF WORK: PARTIAL REMODEL OF 18,278 SF OF AN EXISITNG 44,718 SF BLDG. CHANGE OF OCCUPANCY FOR NEW
SCHOOL
OCCUPANT LOADING:685 (ACTUAL LOAD 572)

Additional building information (modified as necessary by IBC reviewer)
non-separated uses

The following construction permits are required to be obtained per Phoenix Fire Code:
1-Installation of automatic sprinkler system
2-Installation of fire alarm system

Enrollment Cap Increase Request

Academy of Math and Science Camelback

(Increase from 800 to 1188 students)

Substantive Completeness Requirements

Board Minutes

The enrollment increase from 800 to 1188 was approved by the AMSC Board on February 14th, 2017. The minutes for this board meeting are included as part of the amendment request in ASBCS Online.

Occupancy Documentation

The current maximum occupancy is 1348 students, as shown by our Certificates of Occupancy (attached in ASBCS Online). AMSC is currently under construction for expansion for the 17-18 school year, and the new construction will increase maximum occupancy even further to an anticipated 2000 students.

Rationale

AMSC has reached capacity this year. 94% of AMSC students are eligible to receive free or reduced lunch and 96% of AMSC students are ethnic minorities. Despite these student risk factors, AMSC has outperformed 75% of nearby competing schools in its first year of operation. This past year, due to persistent high demand from the local communities as well as confidence from our leadership team due to our creation of systematic academic supports for a larger student population, the school leadership decided to open enrollment to additional students.

Staffing Chart

Over the next three years, AMSC plans to grow from 40 to 76 total staff members. Staff types and numbers for the current year and the next three years can be viewed in the Staffing Chart, attached in ASBCS Online under “Additional Information”.

Staffing Plan

As mentioned above, AMSC plans to grow from 40 to 76 total staff members over the next three years, and will also add one leadership position. This will include the addition of twenty-six teachers, four paraprofessionals, two special education teachers, two janitorial workers, two front office administrative staff, and an additional assistant principal so that the school will have a middle school assistant principal and an elementary assistant principal.

Recruitment and Hiring

AMSC has already recruited most of the necessary additional staff for the 17-18 school year, and the school and network has a track record of hiring the majority of employees by the end of May and generally all by the end of June. For each position, we advertised nationwide using ZipRecruiter and several other recruiting services, pre-screened qualified candidates, and considered an average of 20 qualified resumés per position before making each hire.

Starting in January each year, support staff at our business office begin recruiting for the upcoming school year through multiple venues. Recruiters post teacher-friendly advertisements stressing the core values of our organization on various general and teacher-specific employment websites, top-ranking Universities' job boards, forums, social media, and other websites. School leaders represent the network and recruit potential candidates at gatherings such as career fairs, Teach for America summits, and local educational events. All interested candidates submit an application through our website with a resume, cover letter and/or writing sample, and 3 references. Applicants are evaluated by various metrics such as writing skills, mission alignment, past job stability, and content assessments in the area they will teach. Suitable candidates are scheduled to interview, typically with the school principal, until all positions are filled. To determine fit with our schools, we ask candidates specific questions in the interview related to motivation, personality, and values; technical competence; team skills; problem solving abilities; and prior evidence of success. During the interview, we ask teaching candidates to conduct a sample lesson after sending them our teacher evaluation worksheet. Through this process, we find intelligent and motivated candidates (teachers and other staff) who love teaching, have the fortitude to work long hours, are quick learners, flexible, and agree with the school's instructional philosophy.

Hiring

Academies network office employs a fulltime HR coordinator who works to onboard all staff gathering all required personnel information to ensure employees can be paid on time, collecting reference checks, conducting background checks, ensuring that each employee has fingerprint cards, ensuring that each employee is Highly Qualified, and helping employees to sign up for all appropriate benefits including health insurance. This person also works with the finance team to ensure legal compliance with all aspects related to employment.

Training – Instructional Staff

In order to ensure our instructional program is carried out with effectiveness and fidelity, the Academies provide several different forms of training and professional development. New teachers receive three weeks of training before the start of the school year. This training includes familiarization with the school's instructional procedures and practices as well as curriculum-specific training in the curriculum sets used for the school's core subjects. Every teacher receives an instructional manual, which serves as the basis for all teacher training throughout the year. Each school also has an instructional coach who continuously advises, performs classroom observations, and provides additional training on an as needed basis during planning periods and professional development days. Generally, school leaders work on 5-10 teacher behaviors at a time and the network audits and provides feedback on each campus's standing relative to other campuses. Teachers have planning time to allow them to observe each other's classrooms. Teachers also meet weekly with the other teachers in their grade level to review and discuss

lesson plans and teaching strategies. Professional development and PLCs are held every Friday of every week following a half day for students.

Training

Administrative and Non-Instructional Staff -Administrative personnel that are hired begin with shadowing existing administrative personnel in the network and receive manuals detailing job responsibilities. Prior to taking on any administrative duties at the site level, network personnel observe the hired administrative personnel to ensure they understand each of their job duties. This procedure is especially critical for ensuring the student enrollment and attendance process is properly managed. Staff attend conferences as necessary as well such as for Schoolmaster training.

Enrollment Matrix

For a breakdown of enrollment by grade this year and for the next three years, please see the Enrollment Matrix, attached in ASBCS Online.

Enrollment Targets

Over the next two years, we expect to reach our new enrollment cap of 1188 students. We have 531 students returning for the 17-18 school year, and 1186 new students interested in enrolling for the 17-18 year, a majority of which will remain on waitlists for next year. Applying historical rates of interest-to-enrollment conversion, our extremely conservative estimate for 17-18 school year enrollment is 977 students. These figures are based only on students who we have already contacted as of current day. Because the school already has 50% excess capacity above which we can serve, the school will ramp down enrollment marketing by the end of April as the school must balance creating reserve demand with being sensitive and not overcommitting to the neighborhood.

Concrete Resources

The following resources are needed as the curriculum matches the existing curriculum at the school for the additional classes we are serving.

We will purchase the following curricula, assessment programs, and training for each directly from the vendor through a mixture of bond proceeds (for fixed assets) and operational capital for everything else:

Curriculum	Program Name	Total Additional Class Sets
Elementary Reading	Open Court	10
Middle School Reading	Realms of Gold and Novel Sets	2
Reading Remediation Program	Corrective Reading	3
Elementary/Middle School Write Source	Write Source	4
Saxon Math	Saxon Math	12
Elementary Science	My Pals are Here and Delta Modules	4
Middle School Earth Science	Earth Science Investigations	2
Middle School Biology and Physics	Life Science and Foundation of Physics	2
Elementary Social Studies	HM Social Studies	10

Middle School Social Studies	MyWorld History and American History	2
A/R	Accelerated Reader	10
Study Island	Study Island	12
NWEA	Map Assessments	12

Included in the instructional and curricular resource list above are NWEA MAP license purchases, as well as Study Island. Both of these are used for assessment purposes. Study Island provides short term standards-assessment results for teachers and additionally serves as our internal standards benchmark assessment. NWEA also maps to state standards through Study Island strand alignment providing feedback three times a year and additionally providing the school normative results for national comparison. Both are purchased on a per student basis, so our increased student population necessitates additional license purchases.



Arizona State Board for Charter Schools

Enrollment Matrix

Complete the table to provide the current and target enrollment, indicating the proposed timeline for implementing the request.

Directions*:

- In each box under the “Number of Students” columns, identify the number of students served per grade for the current and upcoming three fiscal years.
- In the “Total Enrollment” row, provide the total enrollment for each fiscal year.
- Copy and paste the chart for each school operated by the Charter Holder.

School Name: Academy of Math and Science Camelback				
Grade Level	Number of Students			
	Current—FY_17_	Target—FY_18_	Target—FY_19_	Target—FY_20_
Kindergarten	83	116	145	145
1 st	96	145	164	164
2 nd	75	145	164	164
3 rd	57	145	145	145
4 th	58	130	145	145
5 th	58	116	145	145
6 th	56	60	90	90
7 th	55	60	90	90
8 th	45	60	90	90
9 th				
10 th				
11 th				
12 th				
Total Enrollment	583	977	1178	1178



Arizona State Board for Charter Schools

Staffing Chart

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

Directions*:

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

School Name: Academy of Math and Science Camelback				
Position	Number of Staff Members			
	Current—FY_17_	Anticipated— FY_18	Anticipated— FY_19_	Anticipated— FY_20_
Administration	3	4	4	4
Teachers/Instructional Staff				
Kindergarten	3	4	5	5
1 st	4	5	6	6
2 nd	3	5	6	6
3 rd	2	5	5	5
4 th	2	5	5	5
5 th	2	4	5	5
6 th	2	2	3	3
7 th	2	2	3	3
8 th	2	2	4	4
9 th				
10 th				
11 th				
12 th				
Specialty Staff (Music, Art, PE, etc.)	6	9	12	12
Special Education	1	2	3	3
Paraprofessional	7	9	11	11
Additional Staff				
List title: Janitorial	1	2	3	3
List title: Front Office	3	4	5	5
List title: _____				
List title: _____				
Total Number of Staff Members	40	60	76	76

*To view an example of a completed staffing chart, review page 14 of The Guide to Amending a Charter.

Leadership Staffing Chart

Complete the table below to provide current and anticipated leadership for the school(s) operated by the Charter Holder.

Directions:

- In the “Title” column, list the title of each leadership position at the school. Consider all individuals who are part of the leadership team (e.g. principal, instructional coach, lead teacher, etc.).
- In the “Current” and “Anticipated” columns, list the **names** of the individuals that will hold each of the leadership positions during the current and upcoming three fiscal years. If an existing staff member will not hold the position in the projected year, write “New Hire” or “TBD” (to be determined) in the box for that position.
- Copy and paste the chart for each school operated by the Charter Holder.

School Name: Academy of Math and Science Camelback				
Title	Leadership Team			
	Current—FY_17_	Anticipated— FY_18_	Anticipated— FY_19_	Anticipated— FY_20_
Principal	1	1	1	1
Asst. Principal Lower	1	1	1	1
Asst. Principal Upper		1	1	1
Dean of Students	1	1	1	1