C.3 Personnel

A. Staffing Plan Will Ensure an Effective Implementation of the Program of Instruction

Alhambra Preparatory Academy, hereby referred to as Madison Highland Prep (MHP) will recruit and hire qualified staff to support our students and the school's program of instruction. MHP will recruit and hire qualified staff that possess a strong shared vision of the mission and philosophy of MHP. MHP will select staff that who are innovative and open to new ideas. MHP will also select staff that will provide a nurturing and supportive environment for students and their families. Madison Highland Prep believes that exemplary student growth and academic achievement is heavily dependent on a quality of the education team. MHP understands that once the education team is selected, they must be developed and supported in order to promote excellence in teaching and academic programming to the benefit of MHP's learning community.

Staffing Plan

MHP's staffing plan begins with identified positions that provide administrative, instructional and support for the school and its students. Madison Highland Prep (MHP) has an enrollment goal of 300 students in its first year, 350 students in its second year, and 400 students in year three. MHP has a peak capacity of 450 students at the Madison Park Middle School campus and anticipates that the peak capacity will be reached in year four (See A.2, C.1, & C.2). The staffing plan will keep pace with these enrollment increases; maintaining a consistent ratio of teachers to students. Table 1 provides a staffing plan based on the projected enrollment at Madison Highland Prep. The grades and anticipated number of students to be served in each grade within the first three years of operation is also provided.

Table 1: Madison Highland Prep Staffing Plan

	Year 1				Year 2				Year 3			
Total Enrollment	**300**				**350**				**400**			
Grade	**9th**	**10th**	**11th**	**12th**	**9th**	**10th**	**11th**	**12th**	**9th**	**10th**	**11th**	**12th**
Enrollment by Grade	170	130	0	0	130	120	100	0	110	110	100	80
Position												
Instructional Coach	0				1				1			
Teachers	12				14				15			
Special Education Coordinator	1				1				1			
Special Education Para Professional	0				1				1			
Instructional FTEs	13				17				18			
Principal	1				1				1			
Director of Curriculum	1				1				1			
Assistant Principal	1				1				1			
Business Manager	1				1				1			
Registrar	1				1				1			
Office Assistant	0				1				1			
Bus Driver	2				3				3			
Non-Instructional FFEs	**7**				**9**				**9**			

Calculated Ratios:			
Student:	300/13 = 23	350/17 = 21	400/18 =22

** Calculation includes Instructional Coach and Special Education Coordinator, and Para Pro Years 2 & 3*

B. Plan to Recruit, Hire and Train Staff

Aligned with the staffing pattern, Madison Highland Prep will recruit, hire and train the qualified staff to implement the program of instruction and manage the day-to-day operations of the school. The following staff will be hired for the following duties and qualifications.

Duties and Qualifications

Principal (Y1-Y3). The Principal oversees school performance, provides executive management and ensures organizational viability. The Principal leads external issues, works with Board, reports to/interfaces with Arizona State Board for Charter Schools, conducts fundraising, public relations, and oversees finance and operations. The Principal manages the Director of Curriculum, Business Manager, Administrative Personnel, and Teachers. The Principal is hired by, reports to, and is evaluated by the Governing Board.

Director of Curriculum (Y1-Y3). The Director of Curriculum supports teaching and learning - developing curriculum, overseeing the assessment system, and observing teachers in conjunction with the Principal. The Director of Curriculum will lead professional development, manage teachers, deliver instructional written and verbal feedback, and develop curriculum. The Director of Curriculum will assist the principal in managing daily operations and providing financial and programmatic oversight. The Director of Curriculum ensures that financial records are accurate and up-to-date and that programmatic guidelines for reporting and implementation are followed. Along with the Principal, the Director of Curriculum manages the disaggregation of data, the sharing of results and the implementation of interventions that result. The Director of Curriculum reports to and is evaluated by the Principal, and the Governing Board.

Assistant Principal (Y1-Y3) The Assistant Principal aids the principal in the overall executive management of the school. The assistant principal is primarily responsible for scheduling student classes, and coordinating transportation and other support services. The Assistant Principal handles student discipline and attendance problems, social and recreational programs, and health and safety matters. The Assistant Principal will provide counseling to students on personal, educational, and college and career planning. The Assistant Principal reports to and is evaluated by the Principal.

Teachers (Y1-Y3). Teachers develop and implement curriculum and support all students in reaching clear academic goals. Teachers also deliver instruction to and facilitate learning for students. All teachers are Highly Qualified as defined by No Child Left Behind, possessing a valid Arizona Teaching Certificate, and DPS fingerprint clearance card. Teachers are hired by the Principal with the input of the Director of Curriculum and Instruction. Teachers report to the Principal, the Assistant Principal and Director of Curriculum, and are evaluated by the Principal, Assistant Principal, and Director of Curriculum.

Business Manager (Y1-Y3). The Business Manager manages daily operations and provides financial and programmatic oversight. The Business Manager ensures financial records are accurate and up-to-date and programmatic guidelines for reporting and implementation are followed. Along with the Principal, and the Director of Curriculum, the Business Manager will manage student data, the tracking of data, grants management, and SAIS. The Director of Business and Operations reports to and is evaluated by the Principal.

Special Education Coordinator (Y1-Y3). The Special Education Coordinator maintains special needs records, oversees the IEP process, ensures that special needs students receive accommodations and modifications within the classroom, and will be AZ certified in special education. The SPED Coordinator is hired by, reports

to and is evaluated by the Principal.

Registrar (Y1-Y3) The Registrar enters and maintains student records, immunization and attendance information, and grade reports into online student information system; reviews student records to ensure current information, accuracy and completeness with state regulations and county office policies and guidelines; assists in collecting and maintaining daily and weekly average attendance; provides instructors, school districts and outside agencies with information regarding student enrollment; prepares a variety of records and reports regarding student enrollment; prepares records/paperwork for re-admission to former district. The Registrar is hired by the Principal with the input of the Business Managers. The Registrar reports to and is evaluated by the Principal and the Business Manager.

Office Assistant (Y3). The Office Assistant oversees day-to-day office procedures, ensuring that a high level of service is provided to the school's stakeholders. The Office Assistant will uphold office and school policies and procedures. The Office Assistant maintains records, and trains staff members in procedures, systems, and equipment. The Office Assistant is hired by the Principal with the input of the Office Manager. The Office Assistant reports to and is evaluated by the Business Manager, with input from the Principal.

Instructional Coach (Y2-Y3) The Instructional Coach will work as a colleague with classroom teachers to support student learning. The Instructional Coach will focus on individual and group professional development that will expand and refine the understanding about researched-base effective instruction. In order to meet this purpose, the Instructional Coach will provide personalized support that is based on the goals and identified needs of individual teachers. The Instructional Coach is hired by the Principal with the input of the Director of Curriculum. The Instructional Coach reports to and is evaluated by the Director of Curriculum with the input of the Principal.

Special Education Para Professional (Y2-Y3) The Special Education Para Professional works with individual students or small groups of students to reinforce learning of material or skills initially introduced by the teacher. The Special Education Para Professional assists the Special Education Coordinator, and classroom teachers in ensuring that the day-to-day accommodations and modifications are carried out on behalf of the students. The Special Education Para Professional ensures the delivery of special strategies for reinforcing material or skills based on a sympathetic understanding of individual students, their needs, interests and abilities. The Special Education Para Professional distributes and collects workbooks, papers and other materials for instruction. The Special Education Para Professional assists the Special Education Teacher in maintaining accurate records required by federal, state and District policies. The SPED Paraprofessional is hired by the Principal with the input of the SPED Coordinator. The SPED Para Professional reports to and is evaluated by the Special Education Teacher with input from the Principal.

Bus Driver (Y1-Y3) Bus Drivers ensure the safe day-to-day transportation of student to and from the school. Bus Drivers also ensure that students are safely transported to and from the school for extra-curricular activities. Bus Drivers will maintain all state licensure, ensuring that they are qualified to drive and meeting all expectations of the Department of Public Safety. Bus Drivers are responsible for maintaining the safety and mechanical operation of their bus. Bus Drivers must conduct regular bus evacuation drills. Bus drivers must maintain up-to-date family contact information for students they transport. Bus drivers are responsible for maintaining a safety inspection and occurrence log book.

Recruitment

Madison Highland Prep's administrative team (Principal and Director of Curriculum) will write job descriptions, place ads, and attend job fairs including out of state job fairs. The administrative team will Interview candidates, hire Highly Qualified teachers who are aligned with the school's educational philosophy, who demonstrate an understanding of appropriate state standards, and have an attitude of critical thinking, self reflection, and commitment to life-long learning (See A.5) . Beginning in November of 2013, Madison Highland Prep (MHP) will recruit for a Business Manager, whose employment will commence in February, 2014. In January, Madison Highland Prep will then begin recruiting for an Assistant Principal, and Special Education Teacher, both of whom will commence employment with MHP in July, 2014. At this time, MHP will also recruit for its teaching staff, and bus drivers until all remaining positions are filled. Teachers and bus drivers will also commence employment in July, 2014. MHP will place local and out-of-state employment advertisements in order to obtain a high quality education team.

Hiring

The Principal in collaboration with the Director of Curriculum, will interview staff and present qualified candidates. Qualified candidates will be hired based on a formalized interview process with an interview panel comprised of the Principal, the Director of Curriculum, and the Business Manager (when her or she is hired). The process will include a review of a candidate's education, experience, references as well as meeting aforementioned job requirements for the position. MHP plans to have all staff members selected prior to June 30, 2014. MHP will be compliant with all statutes relating to fingerprint clearance cards. Pursuant to 15-183.C.5, all instructional employees will maintain fingerprint clearance cards, and employment offers will be contingent upon receipt by the school of the offered candidate's fingerprint clearance card.

Training

Madison Highland Prep (MHP) understands the importance of investing in our education team. Accordingly, MHP will make every available opportunity to develop their skills and knowledge. In July, 2014 all English and Math teachers will participate in an intensive 3-day, summer Spring Board curriculum materials and resources training. Teachers will also review curriculum maps using the map rubric/qualitative evaluation tool to check for completeness and adherence to the AZ Common Core Standards. In the final week of July, 2014, the entire education team will participate in Summer Professional Development Week, where English and Math teachers will develop Arizona Common Core instructional units, course syllabi and daily lesson plans. MHP's remaining teachers will align their instructional units, course syllabi and daily lesson plans with Arizona's State Standards, although literacy will be infused across the curriculum. All teachers will receive special education and ELL requirements training.

MHP's School Calendar will include Teacher Planning Time built into the day, four-days-per-week with Wednesdays reserved for Professional Learning Communities during the school year. All teachers will receive 28 days of professional development (See A.4) through PLC/Instructional Planning days during the 2014-15 school year and in subsequent years (See A.5). During these days, MHP teachers will use 1 hour for PLC and 1 hour for instructional planning. Madison Highland Prep will prioritize quality instructional planning to ensure student academic growth and success.

Madison Highland Prep will utilize formative instruction and assessment as its primary instructional vehicle since it has a proven track record for generating significant growth with all students, and particularly with those who struggle or are behind (Black & Wiliam, 1998b, Popham, 2007). As mentioned in the Educational Philosophy section, the MHP education team will participate in ongoing training in the use of formative

assessment over a 3-year period through professional learning communities. MHP will also train its education team on 21st Century Digital Literacy Skills, the 'Flipped Classroom', Project-based Learning, and Cooperative Learning through PLCs.

C. Compensation and Benefit Plan

MHP's compensation plan seeks to be competitive with high quality schools of similar size and population. Compensation at MHP will also be commensurate with experience and performance. Compensation includes salaries, health benefits, 401 (K) as well as stipends, paid to staff who coach after school athletics, participate in summer STEM training, Math and English teachers who attend summer Spring Board training (Start-Up), and grade level advisors totaling 16,400 in year 1, $18,700 in year 2, and $21,000 in year 3. MHP's salaries are adjusted at 3% each year based cost of living. These salaries are consistent with the Start-up and Three-Year Operational Budgets. The following details the plan for compensating staff during the start-up year:

Principal (Y1-Y3). Principal: Starting at $90,000, with an increase to 95,481.00 in the third year. The Principal's compensation plan will be annually revised, based on performance, and approved by the Governing Board.

Director of Curriculum (Y1-Y3). Starting at 90,000, with an increase to 95,481.00 in the third year. The Director of Curriculum's compensation plan will be annually revised, based on performance, and approved by the principal and the Governing Board.

Assistant Principal (Y1-Y3). Starting at $55,000, with an increase to $58,349.50 in the third year. The Vice-Principal's compensation plan will be annually revised, based on performance, and approved by the Principal, the Director of Curriculum, and Governing Board.

Teachers (Y1-Y3). The average starting salary for the regular Teacher shall be $38,000, adjusted each year based on performance and approval by the Director of Curriculum and Principal. The salary may increase to $40,314 by the third year.

Business Manager (Y1-Y3). Starting at $45,000, with an increase to 47,740 in the third year. The Business Manager's compensation plan will be annually revised, based on performance, and approved by the Principal, the Director of Curriculum, and Governing Board.

Special Education Coordinator (Y1-Y3). Starting at $38,000, with an increase to 40,314 in the third year. The Special Education Coordinator's compensation plan will be annually revised, based on performance, and approved by the Director of Curriculum, and the Principal.

Registrar (Y1-Y3). Starting at $22,800, with an increase to $24,274 in the third year. The Registrar's compensation plan will be annually revised, based on performance, and approved by the Business Manager, the Director of Curriculum, and the Principal.

Office Assistant (Y3). Starting at $22,800 in the third year, the Office Assistant's compensation plan will be annually revised, based on performance, and approved by the Budget Manager, the Director of Curriculum, and the Principal.

Instructional Coach (Y2-Y3). Starting at $38,000 in the second year to $39,140 in the third year. The

Instructional Coach's compensation plan will be annually revised, based on performance, and approved by the Assistant Principal, Director of Curriculum, and the Principal.

Special Education Para Professional (Y2-Y3). Starting at $24,640 in the second year to $25,379 in the third year. The Special Education Para Professional's compensation plan will be annually revised, based on performance, and approved by the Director of Curriculum, and the Principal.

Bus Driver 1 (Y1-Y3). Twelve month bus drivers starting at $31,200 to $33,100 in the third year. The bus driver's compensation plan will be annually revised, based on performance, and approved by the Assistant Principal, and the Principal.

Bus Driver 2 (Y1-Y3). Nine month bus drivers starting at $26,400 to $28,008 in the third year. The bus driver's compensation plan will be annually revised, based on performance, and approved by the Assistant Principal, and the Principal.

Bus Driver 3 (Y2-Y3). Twelve month bus drivers starting at $31,200 in the second year to $32,136 in the third year. The bus driver's compensation plan will be annually revised, based on performance, and approved by the Assistant Principal, and the Principal.

Benefits and Insurance
To recruit and retain quality staff, a comprehensive benefits package will be provided which includes: medical (employer/employee contribution is 75/25), dental, vision, life/AD&D. MHP staff will be provided with a 401(k), with employer match up to 5% with 50% vested in year 1, 75% vested in year 2, and 100% vested in year 3.

MHP's comprehensive benefits package included Employee benefits are $11,581.13 during the Start-Up year, $252,679.80 during the first year, $278,945.25 in year 2, and $301,260.87 in year 3.