C.3 Personnel

CASA Academy believes that people are the school's greatest assets. Because of this, the Academic Director and Director of Students and Operations will work relentlessly to recruit, hire, and train top-quality candidates to fill all instructional and non-instructional positions. CASA Academy's staffing, recruitment, training, hiring, and compensation plans are discussed in detail below.

A. Staffing Plan

In Y1, CASA Academy will serve 125 students- 75 kindergarteners and 50 first graders. There will be three kindergarten classrooms and two first grade classrooms. There will be a maximum of 25 students in each classroom. CASA Academy will hire five regular education teachers in year one, one specials/intervention teacher, and two instructional assistants. The Academic Director will oversee CASA Academy's program of instruction, including Special Education contracted services, while the Director of Students and Operations will oversee instructional and non-instructional daily operations. Specifically, the Director of Students and Operations will oversee the Office Manager and manage contracted service providers for back office support, legal services, food services, auditing, and technology services (as described in the document B.3.2 Contracted Services) to ensure smooth, efficient operations that are in compliance. Instructional assistants will help with instructional support as well as operational support as needed. Table C.3.1 below details the instructional and non-instructional staff members hired in Y1 who are critical to CASA Academy successfully meeting its mission. Because operations are so closely connected to instruction, although listed in the instructional column, the work of the Director of Students and Operations and instructional assistants is considered both instructional and non-instructional as previously described.

Table C.3.1: CASA Academy Y1 Staffing Plan

Instructional Personnel	Total FTEs	Non-instructional Personnel	Total FTEs
Academic Director	1	Office Manager	1
Director of Students and Operations	1		
Regular Education Teachers	5		
Specials/Intervention Teacher	1		
Instructional Assistants	2		
TOTAL	10	TOTAL	1

In Y2, CASA Academy will serve 225 students- 100 kindergarteners, 75 first graders, and 50 second graders. There will be four kindergarten classrooms, three first grade classrooms, and two second grade classrooms. One teacher will act as a full-time Special Education teacher, providing services to students who qualify for Special Education services. Two instructional assistants will be hired to support the learning happening in classrooms and to assist with other duties as necessary. Additionally, there will be one specials/intervention teacher. The Academic Director will oversee CASA Academy's program of instruction, including Special Education contracted services, while the Director of Students and Operations will oversee instructional and non-instructional daily operations. Specifically, the Director of Students and Operations will oversee the Office Manager and manage contracted service providers for back office

support, legal services, food services, auditing, and technology services (as described in the document B.3.2 Contracted Services) to ensure smooth, efficient operations that are in compliance. Instructional assistants will help with instructional support as well as operational support as needed. Table C.3.2 below details the instructional and non-instructional staff members hired in Y2 who are critical to CASA Academy successfully meeting its mission. Because operations are so closely connected to instruction, although listed in the instructional column, the work of the Director of Students and Operations and instructional assistants is considered both instructional and non-instructional as previously described.

Table C.3.2: CASA Academy Y2 Staffing Plan

Instructional Personnel	Total FTEs	Non-instructional Personnel	Total FTEs
Academic Director	1	Office Manager	1
Director of Students and Operations	1		
Regular Education Teachers	9		
Special Education Certified Teacher	1		
Specials/Intervention Teacher	1		
Instructional Assistants	2		
TOTAL	15	TOTAL	1

In Y3, CASA Academy will serve 325 students- 100 kindergarteners, 100 first graders, 75 second graders, and 50 third graders. There will be four kindergarten classrooms, four first grade classrooms, three second grade classrooms, and two third grade classrooms. One teacher will act as a full-time Special Education teacher and there will be two specials/intervention teachers. Three instructional assistants will be hired to support the learning happening in classrooms and to assist with other duties as necessary. The Academic Director will oversee CASA Academy's program of instruction, including Special Education contracted services, while the Director of Students and Operations will oversee instructional and non-instructional daily operations. Specifically, the Director of Students and Operations will oversee the Office Manager and manage contracted service providers for back office support, legal services, food services, auditing, and technology services (as described in the document B.3.2 Contracted Services) to ensure smooth, efficient operations that are in compliance. Instructional assistants will help with instructional support as well as operational support as needed. Table C.3.3 details the instructional and non-instructional staff members hired in Y3 who are critical to CASA Academy successfully meeting its mission. Because operations are so closely connected to instruction, although listed in the instructional column, the work of the Director of Students and Operations and instructional assistants is considered both instructional and non-instructional as previously described.

Table C.3.3: CASA Academy Y3 Staffing Plan

Instructional Personnel	Total FTEs	Non-instructional Personnel	Total FTEs
Academic Director	1	Office Manager	1
Director of Students and Operations	1		
Regular Education Teachers	13		
Special Education Certified Teacher	1		
Specials/Intervention Teacher	2		
Instructional Assistants	3		
TOTAL	21	TOTAL	1

A. Recruitment, Hiring, and Training Plan

Recruitment Plan

CASA Academy has developed a comprehensive recruitment plan to ensure that a wide variety of quality applicants are reached during initial and ongoing recruitment. Beginning in January of 2014, the Academic Director and Director of Students and Operations will focus heavily on recruitment of teachers, non-instructional personnel, and support staff. CASA Academy will utilize four main avenues for recruitment:

1. **Recruitment fairs and events.** The Academic Director and Director of Students and Operations will attend various recruitment events. The majority of these events will be in the Phoenix area, although events may be scheduled while the Directors are on trips to visit schools around the country, as well. Events in the local (Arizona) area include Teach For America's "What's Next?" event, Career & Internship Fairs at Arizona State University, UA Education and Nonprofit Career Day at the University of Arizona, and career fairs and recruitment events at Northern Arizona University and Grand Canyon University.

2. **Networking with teachers and school administrators.** The Academic Director and Director of Students and Operations have a broad base of education connections within the Phoenix area. CASA Academy will use these connections to identify and recruit high-quality teacher candidates.

3. **Advertising through various forms of media.** CASA Academy will post job openings using its website, Facebook page, and twitter accounts. Additionally, open positions will be posted on websites such as the Arizona Education Employment Board, the Arizona Charter Schools Association Job Board, LinkedIn, and in newspapers such as the Arizona Republic.

4. **Teach For America (TFA).** CASA Academy's Directors will utilize many of the avenues for teacher recruitment available through Teach For America. This will include attending recruitment events and utilizing TFA job boards and newsletters to reach a broad base of TFA alumni. It may also include forming a partnership with Teach For America to hire incoming corps members.

Hiring Plan

All regular education and Special Education teachers at CASA Academy must meet the following basic criteria: have a baccalaureate degree from an accredited college or university, be Highly Qualified as determined by the Arizona Department of Education (ADE), be certified through ADE, be endorsed in Structured English Immersion (SEI), have a valid and current Fingerprint Clearance Card, and pass a background check.

In addition, candidates must:

- Align with CASA Academy's mission
- Believe that all students can learn and be successful in school
- Possess a passion for closing the Achievement Gap in Phoenix
- Be willing to work relentlessly to ensure student achievement
- Be willing to instruct using a combination of authentic approaches and direct instruction
- Desire to grow and become better at their craft
- Be open to receiving feedback and able to apply feedback to improve instruction
- Enjoy a collaborative environment
- Be data-driven
- Embody CASA Academy's core values: respect, responsibility, integrity, perseverance, and empowerment

To ensure that all employees possess the desired criteria, CASA Academy has developed a thorough hiring process. This process differs slightly based on position as outlined in Table C.3.4 and Table C.3.5 and explained in the narrative that follows. The Directors make all hiring decisions except in the case where both Director positions must be filled, in which case the Governing Board Chair would hire the Directors.

Table C.3.4.

Instructional Staff: Academic Director	Instructional Staff: Director of Students and Operations
1. Resume and Cover Letter 2. Response to Written Application Questions 3. In-Person Interview and Professional Development Session 4. Scenarios 5. Invitation to Interact in a Casual Environment (if possible) 6. Second In-Person Interview (as needed) 7. Reference Check	1. Resume and Cover Letter 2. Response to Written Application Questions 3. In-Person Interview and Project 4. Scenarios 5. Invitation to Interact in a Casual Environment (if possible) 6. Second In-Person Interview (as needed) 7. Reference Check

Table C.3.5.

Instructional Staff: Teachers (Including Special Education and Specials/Intervention Teachers)	Instructional Staff: Instructional Assistants	Non-Instructional Staff
1. Resume and Cover Letter 2. Response to Written Application Questions 3. In-Person Interview and Demo-Lesson (with feedback) 4. Case Studies 5. Invitation to Interact in a Casual Environment (if possible) 6. Second In-Person Interview (as needed) 7. Reference Check	1. Resume 2. Written Application Questions 3. In-Person Interview 4. Case Studies 5. Reference Check	1. Resume and Cover Letter 2. Response to Written Application Questions 3. In-Person Interview and Project 4. Scenarios 5. Invitation to Interact in a Casual Environment (if possible) 6. Second In-Person Interview (as needed) 7. Reference Check

Resume and Cover Letter

For the majority of positions described above, a resume and cover letter will serve as the first opportunity to learn about the candidate. The cover letter should include a brief background and why the candidate is interested in working at CASA Academy. The resume will provide a brief overview of each applicant's qualifications and experiences and will give a good indication of whether the candidate is qualified for the position. Reviewers will look for professionalism (including tone, language, grammar, and punctuation) and overall candidate quality.

Response to Written Application Questions

After reviewing an applicant's cover letter and resume and gauging overall professionalism and candidate quality, the reviewer will go on to review the written application questions. If the application questions provide quality responses that show the candidate would be a good fit with CASA Academy, the reviewer will contact the candidate and request an in-person interview.

In-Person Interview

The in-person interview will provide an opportunity to begin the process of getting to know a candidate. A standard list of questions will be used for this interview, although follow-up questions will be asked as needed to probe deeper into an applicant's thinking and skill-level. Every question is asked to determine whether the applicant would be a good fit for CASA Academy.

Demo Lesson (Teachers)

All teacher applicants will be asked to prepare and deliver a demonstration lesson. If the candidate teaches in Phoenix, the Academic Director and/or Director of Students and Operations will observe the candidate in his/her classroom. If the candidate does not currently teach in Phoenix, the candidate will be asked to either videotape a lesson or to teach a lesson in-person (either with the interviewer, in a classroom on campus, or in a partner campus' classroom during start-up). The Directors will have a coaching conversation and provide feedback to the candidate at the conclusion of the lesson. The main focus of this portion of the hiring process will be to see how the candidate responds to feedback. CASA Academy seeks teachers who crave feedback and wish to grow professionally, so the candidate's response to the feedback will be critical.

Professional Development Session (Academic Director)

Because facilitating professional development is a key function of the Academic Director's role, the candidate will be asked to prepare and deliver a professional development session aligned to one of the components of CASA Academy's model. This session will be facilitated to the reviewer(s). The reviewer(s) will look for adult leadership, facilitation skills, and content knowledge.

Project (Director of Students and Operations and Office Manager)

Completing projects in timely manner is a key function of the role of the Director of Students and Operations and the Office Manager. The project will offer the opportunity to see how the candidate thinks and operates under pressure. The reviewer(s) will look for strong problem-solving and critical-thinking skills.

Case Studies

Case studies will differ depending on the position for which a candidate has applied. Case studies offer the opportunity to delve more deeply into how a person thinks critically and reacts in various difficult situations. The reviewer will provide the case study to the applicant, give the applicant one minute to collect his/her thoughts and then ask the candidate to describe the steps he/she would take in the given situation.

Invitation to Interact in a Casual Environment

The interview process has been extremely formal to this point. The formal portions of the interview enable the reviewer to see how the candidate operates as a professional, thinks critically, and aligns with the criteria necessary to work at CASA Academy. However, this formal perception can be very one-sided and not provide an accurate picture of who the candidate is as an individual. Therefore, when possible, candidates will be asked to interact with the directors, teachers, and other staff members in a more casual environment. This could involve having lunch with teachers on campus, attending a staff gathering after school, or talking further with teachers during their prep time. This laid back atmosphere will help to give the reviewers a strong grasp on the applicant as a real person and ensure that the applicant has been consistent throughout all previous hiring phases.

Second In-Person Interview

If the reviewer(s) have additional questions for the candidate after going through the previous steps, the reviewers will schedule a second in-person interview with the candidate. In some cases, the reviewers may feel they have adequate information and may not conduct the second interview.

Reference Check

After going through the previous steps, the reviewer(s) will have gained a well-rounded picture of the applicant. Based on this information, the reviewer(s) will decide whether or not to extend an offer to the candidate. At least two references must be contacted before extending an offer to any candidate.

Training Plan

CASA Academy will train teachers during initial professional development. Teachers will receive ongoing, individualized professional development and support throughout the academic year. CASA Academy's plan for training teachers is described in further detail below.

Summer Professional Development
Teachers hired for the 2014-15 school year, CASA Academy's first year of operation, will participate in two weeks of professional development and training prior to the first day with students. During these two weeks teachers will fully engage in and learn about CASA Academy's mission and the components of CASA Academy's instructional models. Teachers and the Directors will also begin to develop a positive, collaborative culture focused on student achievement. During this training, teachers will gain an understanding of the following topics:

- Arizona Common Core Standards for reading, writing, and math
- Arizona State Standards for science and social studies
- A balanced math program
- Appropriate pacing that aligns with CASA Academy's curriculum grade level scope & sequence and pacing guides
- Instructional framework unit planning
- Assessment creation
- Daily lesson planning
- The Daily 5 and CAFE frameworks
- Guided reading
- Vocabulary instruction
- Phonics instruction
- Reading comprehension instruction
- The Writer's Workshop model
- Intervention and enrichment blocks
- Character education
- Professional expectations
- Mandatory state and federal trainings

Ongoing Professional Development
As the year progresses, the Academic Director will observe and coach teachers on a weekly basis to ensure proper implementation of the curriculum at CASA Academy. During observations and coaching conversations the Academic Director and Director of Students and Operations will target one area for growth based on individual teachers' needs. This area for growth will be the focus of future observations and will be changed once the teacher has demonstrated mastery of the targeted area for growth. Additionally, CASA Academy will provide ongoing professional development for teachers based on need as determined by the Academic Director, the Director of Students and Operations, teachers, and student achievement data. This professional development will differ based on individual teacher needs and may include whole-staff professional development, individual coaching, co-teaching, and/or observations of other teachers.

Evaluations
Teachers will be formally evaluated by the Academic Director and/or Director of Students and Operations twice a year. The Academic Director and Director of Students and Operations will be evaluated twice a year by the Governing Board. The rubrics for these evaluations will be developed over the planning year by the Academic Director, Director of Students and Operations, and Governing Board, who will ensure the Directors and teachers are carrying out CASA Academy's mission. The teacher and director evaluations will align with any state or federal requirements for the evaluations in the given year.

B. Compensating Staff

CASA Academy's compensation plan is described below and provides details regarding employee compensation, benefits, and required employer contributions.

Academic Director
The Academic Director's salary will increase from $60,000 in Y1 to $66,150 in Y3. The Academic Director will receive an additional $30,000 during the start-up phase from January 2014-July 2014. The Academic Director's salary intentionally falls below market rates during the early years of operation due to a small school size. As CASA Academy expands, annual compensation increases will be adjusted, assuming appropriate school and job performance, until salary is in line with high performing charter school compensation benchmarks nationwide. The Academic Director's long-term compensation plan will be designed and approved by the Governing Board. The Academic Director is an ex-officio member of the governing board and therefore will not vote on any decisions regarding compensation.

Director of Students and Operations
The Director of Student and Operations' salary will increase from $60,000 in Y1 to $66,150 in Y3. The Director of Student and Operations will receive an additional $30,000 during the start-up phase from January 2014-July 2014. The Director of Students and Operations' salary intentionally falls below market rates during the early years of operation due to a small school size. As CASA Academy expands, annual compensation increases will be adjusted, assuming appropriate school and job performance, until salary is in line with high performing charter school compensation benchmarks nationwide. The Director of Student and Operations' long-term compensation plan will be designed and approved by the Governing Board. The Director of Students and Operations is an ex-officio member of the governing board and therefore will not vote on any decisions regarding compensation.

Clerical (Office Manager)
The Office Manager's salary will increase from $27,000 in Y1 to $29,767.50 in Y3. Annual compensation will increase by 5% per year, depending on job performance.

Teachers
All teacher base salaries will be set at $35,000, including Special Education teachers. Teachers will be paid an additional $1458.29 prior to the beginning of Y1 for summer professional development. Teacher salaries will increase 5% each year depending on teacher performance, as determined by a combination of student achievement data, student growth, observation data, and formal evaluations.

Specials/Intervention Teachers
Specials/Intervention teacher base salary will be set at $35,000. Salary will increase 5% each year depending on teacher performance, as determined by a combination of student achievement data, student growth, observation data, and formal evaluations. There will be one specials/intervention teacher in Y1-Y2 and two specials/intervention teachers in Y3.

Instructional Assistants
Instructional Assistants will be paid $15,000 per year. This includes $10 per hour for 7.5 hours per day totaling 37.5 hours each week. Because instructional assistants do not work enough hours to qualify as full-time employees, they will not receive insurance.

Required Employer Contributions
CASA Academy will pay required employer contributions including Social Security, Medicare, Unemployment, and Worker's Compensation, which are assumed to be 10% of each employee's total salary.

Employee Insurance
Full-time employees are eligible for health, dental, and vision insurance by Murphy Holmes Insurance brokerage firm. CASA Academy will cover 80% of the cost for insurance for each full-time employee. Full-time is defined as working 40 hours per week. Employee insurance costs increase from $25,920 in Y1 to $54,720 in Y3.

Employee Benefits
CASA Academy will not provide benefits in years 1-3.