Business Plan

C.3 Personnel

School leader: (.5 FTE)

The school leader of Havasu Preparatory Academy High School will be hired by The Leona Group. The CEO, COO, and VPs will all have input into the hiring of the school leader. The school leader will be an experienced educator who has ties to the community the school is serving and believes in the educational philosophy of the school. There will be one school leader for the school. The school leader will be responsible for all daily instructional and operational management of the school with assistance from the assistant school leader. He/she will also be responsible for managing the school site budget with the assistance and oversight of The Leona Group. The school leader will also be a strong instructional leader. Lastly, the school leader will be responsible for parent, student and community involvement at their school site.

Curriculum coach/Assistant school leader: (1 FTE)

The curriculum coach will be selected by the school leader, ELL Director, and QSI Director. The curriculum coach position will be a full-time position with the combined duties of instructional coaching and ELL facilitation. It will be essential that the coach have an instructional background in either bilingual education or second language acquisition. During the start-up phase, the curriculum coach will be responsible for ensuring the purchase of the curriculum, curriculum mapping, developing pacing guides, overseeing lesson planning, and assisting in the interview process for instructional staff. During years one and two, the curriculum coach will be serve as the primary teacher mentor. He/she will assist with mentoring new and experienced teachers. He/she will assist with managing and monitoring the curriculum and instruction at the school site. The curriculum coach will have support from The Leona Group to assist him/her in managing all of the components for which he/she is responsible. Additionally, the curriculum coach will have specific mentoring training provided to them from The Leona Group. The curriculum coach will be an experienced, highly qualified teacher who embraces the philosophy of the school and The Leona Group.

Additional administration/office staff: (3 FTE)

During the start-up phase, the school will have 1 FTE office manager (preferably bilingual), 1 and 1 FTE receptionist, and 1 FTE attendance clerk. Each of these positions will be hired by the school leader. The office manager will be responsible for the student files, student data submissions, and management of the student management database. The office manager may also have some oversight of additional office support staff that may be needed. He/she will be responsible for submitting and maintaining records of school purchases, with support from The Leona Group. The office manager will be a person with strong organizational skills and at least a high school diploma. He/she will receive professional development and training from The Leona Group with daily direction provided by the Data Management Director of The Leona Group.

The receptionists/attendance clerks will work under the direction of the office manager and are responsible for assisting the office manager with attendance, NSLP program services reception and secretarial duties. All office staff are expected to have exemplary customer service for all internal and external stakeholders.

Teaching staff: (8 FTE classroom teachers; 2 PTE elective instructional assistants)
All teachers will be hired by the school leader, and they will meet highly qualified requirements as outlined in NCLB. Teachers will be responsible for their grade/content curriculum and instruction. Two part-time teachers will be hired expressly for electives/arts. Teachers will also be responsible for their individual classroom management. Teachers will be required to turn in curriculum maps and daily lesson plans to the school administrative team for accountability and oversight. Teachers will also support the school's mission and vision while carrying out instruction. All teachers will receive school site support and training from their curriculum coach and school leader. Additionally, all teachers will receive professional development from The Leona Group as part of The Leona Group's annual professional development program, with a first year emphasis on SIOP training campus-wide. In Year 2, the teachers increase to 10 FTE, and in Year 3, the teachers increase to 12 FTE.

Additional Teaching Staff- Special Education: (.5 FTE)
One part-time teacher will be hired by the school leader to provide special education supports and services in accordance with the special education IDEA requirements. This teacher will meet NCLB highly qualified and state certification requirements for special education. This teacher will be required to maintain compliance for all special education paperwork as well as 504 Plans. This teacher will collaborate with the general education teachers to ensure that all special education students' services are being appropriately implemented. In Year 3, this position will expand into a 1.0 FTE.

School Staffing Plan:

Grade Level	Year 1	Year 2	Year 3
9	75	75	100
10	50	75	75
11	50	50	75
12	25	50	50
Total Bodies	200(8 teachers)	250(10 Teachers)	300(12 teachers)

This staffing plan was built using similar sized schools that are in current operation and receiving the grade of an "A" or "B".

The budget is built on 200 students in the building Year 1 and serving grades 9-12. The school will start with 75 students in grade 9 and 50 students in each grade 10 and grade 11 and 25 students in grade 12. In Year 2 the school will add teaching capacity for an additional 50 students by adding two additional teachers. In Year 3 two more teachers will be added to create capacity for the additional 50 students.

The instructional staffing plan is built on 1 teacher for each 25 students. Year 1 (200 students and 8 teachers). In years 2 and 3 there will be two teachers added each year to account for the addition of 50 students in each year. In Year1 two PTE instructional assistants will be HQT para professionals utilized to support the teaching staff by providing additional classroom support. An additional HQT para pro will be added in years 2 and 3.
Administrative staff will include a 1.0 FTE Curriculum Coach/ELL director and a1.0 FTE School Leader.
Office staff will include a 1.0FTE Office Manager and 2.0 FTE office support staff. These FTE staff will serve as receptionists/secretary/attendance clerks.
Special education will include a .5 PTE special education teacher in Years 1 and 2 increasing to a 1.0FTE in Year 3.

Recruitment and Hiring:
The Leona Group has full time recruitment personnel that assist the school leader with recruitment of qualified staff. The school leader will let the recruitment personnel know his/her needs, and the recruitment personnel will match them with potential candidates. Additionally, the school leader can facilitate his/her own recruitment efforts through internet, newspaper, and relationships with local colleges through teaching intern programs. All school site candidates are interviewed by the school leader and hired by the school leader with additional support from The Leona Group. The Leona group provides support through the hiring process by making sure that all hiring steps have been followed such as I9 documentation, valid FCC, appropriate HQT status, minimum of three background checks completed and drug test. After hiring The Leona Group HR office conducts new employee orientation to make sure that employees understand all benefits and rights as an employee that they are entitled to receive. The quality benefits and compensation plan, as well as quality professional development offered on an annual basis by The Leona Group, serve as additional tools for recruitment and hiring. All employees of the school are leased employees of The Leona Group and, therefore, are eligible for all benefits offered by The Leona Group.

Timeframe:

Staff recruitment for the school leader, curriculum coach and office manager position will take place during February 2014. The goal would be to have the SL hired by March 1, 2014 and then within a week of the SL position being filled to fill the curriculum coach and office manager position. The search for the teaching staff would start during the month of March. Teachers will be interviewed and hired for the fall start beginning in April.

Training of Instructional Staff:
All instructional staff will attend orientation through The Leona Group. Orientation will cover all of The Leona Group employee benefits and requirements as outlined in the employee handbook. The training of the school leader, office manager and curriculum coach will be provided by Leona Group Support staff. The QSI and ELAS director will conduct the training of the Curriculum Coach/ ELAS position. The Data Director will supervise the training of the office

manager while the school leader will receive training from each Leona group department (H.R., Finance, Academic Support and Operations). Instructional staff training takes place at the school site with the school leader and curriculum coach. All new teachers will be orientated to their school campus, school requirements of teachers, expectations for the school, mission and vision of the school, and basic program requirements. All teachers are trained annually on: FERPA, Special Education, English Language Acquisition and site specific information during the in-service week. All training is provided at the school site by specialized and certified personnel either from the school or from The Leona Group. Additionally, throughout the year, the school and The Leona Group will provide professional development to all teachers as outlined in the school's professional development plan. This includes the support of Leona's New Teacher Academy (NTA) for all teachers new to the profession and/or Leona. The most powerful staff training, however, comes from the in-class cognitive coaching, mentoring, co-teaching, and modeling provided by the site coach in a job-embedded capacity provided by the curriculum coach. Professional development and staff training will be formally provided during the two week fall in service week at the start of the school year and two days in December. In addition teachers will have the opportunity to participate in Leona wide Professional Learning Communities.

Administrative Plan to Provide Oversight of Instructional and Operational Services:
The Leona Group has been providing education management services for over 17 years. During that time frame it has grown from managing four schools serving less than 1,000 students in 1996-97, to managing 67 schools serving over 20,000 students in 2012-2013. Leona's history demonstrates its capacity to effectively operate charter schools. The Leona Group offers central office support to the school leader, as well as oversight to assist with the management of financial and HR operations at the school site.

The school leader will have financial management and direct budget management assistance from the five member Leona Group Finance Department in Arizona. The Leona Group finance personnel will assist the school leader with developing and maintaining an appropriate budget that is fiscally sound. The six member HR department works with the school leader to ensure compliance with all personnel matters including recruitment, hiring, contracted services, employee improvement plans, terminations and benefit plan enrollment.

On the instructional side, the school leader will have support from the ten member Leona Group Academic Support Services department. This department will assist the school leader with all academic needs including but not limited to: grants management, curriculum and instruction, professional development, teacher mentors, special education, data management, and English language services. Staff training is provided by site level personnel and the Academic Support Services Department. The SPED and ELL directors, along with their support staff of two, work with site level coordinators and the leader to ensure that the staff is trained in working with both SPED and ELL students. This training includes identification, specific curricular/instructional needs, testing (AZELLA or coordination of specialized contractual SPED testing) and staff

development to meet those needs. The Director of Data Management works directly with the Office Managers and the school leader to ensure compliance with SAIS reporting requirements. In addition, a district level test coordinator works with and trains site level test coordinators. This serves to maintain compliance with all state level testing requirements.

The QSI department works with site-based curriculum coaches to ensure curricular implementation as well as provides professional development to coaches to enhance their teacher mentoring roles.

The two member grants management team works closely with the school leader and the entire corporate support staff to ensure that grant funds are planned for, received and correctly allocated. The Leona Group Academic Support Services Department works together as a team to plan and implement professional development company-wide on a quarterly basis, as well as support each school with individual professional development needs. To ensure that all support services are in place, each school participates in regular internal audits/checks, both announced and unannounced, throughout the year. These checks help to ensure programs are running smoothly and are in compliance with the federal and state regulations. If problems are noted, corrective action and support services are provided in a timely manner.

Compensation plan:
The Leona Group management company offers a wide range of benefits and compensation. All full time employees are eligible for the following benefits: full medical, dental and vision for the employee and his or her dependents, 401 K matching program, disability benefits, vacation/ personal time off and benefits, salary and bonus package, professional development and training. The Leona Group does not support a salary scale but instead uses a merit based compensation system. Starting pay for instructional and non-instructional personnel is competitive with the surrounding school districts. All employees are eligible for merit based increases on an annual basis. Historically, employees receive increases on the average year ranging from 6% to 12 %. Merit based performance systems allow for recognition of the individuals who demonstrate talent, commitment and dedication to education.