C.3 Personnel

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

Highland Prep (HP) will recruit and hire qualified staff to support our students and the school's program of instruction. HP will recruit and hire qualified staff that possess a strong shared vision of the mission and philosophy of the school. HP will select staff that who are innovative and open to new ideas. HP will also select staff that will provide a nurturing and supportive environment for students and their families. Highland Prep believes that exemplary student growth and academic achievement is heavily dependent on a quality of the education team. HP 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 HP's learning community.

Staffing Plan

HP's staffing plan begins with identified positions that provide administrative, instructional and support for the school and its students. Highland Prep (HP) has an enrollment goal of 150 students in its first year, 250 students in its second year, and 350 students in year three. HP anticipates reaching its peak capacity of 450 students 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 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: Highland Prep Staffing Plan

	Year 1				Year 2				Year 3			
Total Enrollment	**150**				**250**				**350**			
Grade	**9th**	**10th**	**11th**	**12th**	**9th**	**10th**	**11th**	**12th**	**9th**	**10th**	**11th**	**12th**
Enrollment by Grade	150	0	0	0	120	130	0	0	120	120	110	0
Position												
Teachers	**6**				**10**				**14**			
Special Education Coordinator	**.5**				**.5**				**1**			
Special Education Para Professional	**0**				**0**				**.5**			
Instructional FTEs	**6.5**				**10.5**				**15.5**			
Executive Director	.5				.5				.5			
Principal	1				1				1			
Assistant Principal	0				1				1			
Office Manager	1				1				1			
Registrar	1				1				1			
Office Assistant	0				0				1			
Bus Driver	1				2				3			
Non-Instructional FFEs	4.5				6.5				8.5			

Calculated Ratios:			
Student: Teacher	**150/6.5 = 23**	**250/10.5 = 24**	**350/15.5 = 23**
Staff: Student	150/11=14	250/17=15	350/24=15

** Calculation includes Special Education Coordinator, and Para Pro (Y3)*

B. Plan to Recruit, Hire and Train Staff

Aligned with the staffing pattern, and consistent with sections: B.1, B.3, and C.5, 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:

Executive Director (Y1-Y3). The Executive Director oversees school performance, provides executive management and ensures organizational viability. The Executive Director 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 Executive Director manages the Principal, and Assistant Principal, Office Manager, Administrative Personnel, and Teachers. The Executive Director reports to and is evaluated by the Governing Board.

Principal (Y1-Y3) The Principal aids the Executive Director in the overall executive management of the school. The Principal ensures that financial records are accurate and up-to-date and that programmatic guidelines for reporting and implementation are followed. The principal is primarily responsible for scheduling student classes, and coordinating transportation and other support services. The Principal handles student discipline and attendance problems, social and recreational programs, and health and safety matters. The Principal will provide counseling to students on personal, educational, and college and career planning. The Principal reports to and is evaluated by the Executive Director and Governing Board.

Assistant Principal (Y2-Y3). The Assistant Principal supports teaching and learning - developing curriculum, overseeing the assessment system, and observing teachers in conjunction with the Principal. The Assistant Principal will lead professional development, manage teachers, deliver instructional written and verbal feedback, testing, and develop curriculum. Along with the Principal, the Assistant Principal manages the disaggregation of data, the sharing of results and the implementation of interventions that result. The Assistant Principal reports to and is evaluated by the Principal, and Executive Director.

Instructional Team (Y1-Y3)

Teachers
Six teachers will develop and implement curriculum and support all students in reaching clear academic goals in the first year. These same teachers will 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. The Principal with the input of the Director of Curriculum hires teachers. Teachers report to the Assistant Principal (Y2), the Principal, and the Executive Director. In the second year, HP will add two teachers commensurate with the addition of the eleventh grade, and in the third year, one more teacher totaling 14 teachers.

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 Assistant Principal (Y2), Principal, and Executive Director.

Special Education Para Professional (Y3)
A Special Education Para Professional will join HP's instructional team in the second year to work with individual students or small groups of students to reinforce learning of material or skills initially introduced by the teacher. Since the school's enrollment will have increased significantly, the Special Education Para Professional will assist 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 Principal with the input of the SPED Coordinator hires the SPED Paraprofessional. The SPED Para Professional reports to and is evaluated by the Special Education Teacher with input from the Assistant Principal and Principal.

Office Personnel and Student Services:

Office Manager (Y1-Y3). The Office 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 Assistant Principal, the Office Manager will manage student data, and the tracking of data. The Office Manager reports to and is evaluated by the Assistant Principal (Y2), Principal, and the Executive Director.

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 Office Manager. The Registrar reports to and is evaluated by the Office Manager, Assistant Principal Y2), Principal and Executive Director.

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 Office Manager, with input from the Assistant Principal, and 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. Bus Drivers report to and are evaluated by the assistant principal (Y2), the principal, and the Executive Director.

Recruitment

Highland Prep's administrative team (Executive Director, and Principal 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 state certified, and 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 December of 2015, Highland Prep (HP) will recruit for an Office Manager, and a Principal whose employment will commence in February, 2016.

In January, 2016 Highland Prep will then begin recruiting for the equivalent of 6 teachers, whose employment shall commence the last week of July. Also in January, 2016 Highland Prep will recruit for a special education coordinator, a registrar and bus driver whose employment shall commence, beginning August 1st, 2016. HP 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 Executive Director, the Principal, and the Office Manager. The process will include a review of a candidate's education, experience, references as well as meeting aforementioned job requirements for the position. HP plans to have all staff members selected prior to May 31st, 2016. HP 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

Highland Prep (HP) understands the importance of investing in our education team. Accordingly, HP will make every available opportunity to develop their skills and knowledge. In July, 2016 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 Arizona's College and Career Ready 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. HP'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.

HP'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, HP teachers will use 1 hour for PLC and 1 hour for instructional planning. Highland Prep will prioritize quality instructional planning to

ensure student academic growth and success.

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 HP education team will participate in ongoing training in the use of formative assessment over a 3-year period through professional learning communities. HP 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

HP's compensation plan seeks to be competitive with high quality schools of similar size and population. Compensation at HP 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. HP's salaries are adjusted each year based on expected performance. 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:

Executive Director (Y1-Y3). Starting at $75,000, with an increase to 85,000 in the third year. The Director's compensation plan will be annually revised, based on performance, and approved by the Governing Board.

Principal (Y1-Y3). Starting at 60,000, with an increase to 65,000 in the third year. The Principal's compensation plan will be annually revised, based on performance, and approved by the principal and the Governing Board.

Assistant Principal (Y2-Y3). Starting at $56,650, with an increase to $58,350 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 Principal. The salary may increase to $40,314 by the third year.

Office Manager (Y1-Y3). Starting at $35,000, with an increase to 39,500 in the third year. The Business Manager's compensation plan will be annually revised, based on performance, and approved by the Principal 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 Principal.

Registrar (Y1-Y3). Starting at $32,800, with an increase to $37,850 in the third year. The Registrar's compensation plan will be annually revised, based on performance, and approved by the Principal.

Office Assistant (Y3). Starting at $37,850 in the third year, the Office Assistant's compensation plan will be annually revised, based on performance, and approved by the Principal.

Special Education Para Professional (Y3). Starting at $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 Principal.

Bus Driver 1 (Y1-Y3). Twelve month bus drivers starting at $31,200 to $33,280 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 (Y2-Y3). Nine month bus drivers starting at $26,400. 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 (Y3). Twelve month bus drivers starting at $31,200 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. HP staff will be provided with a 401(k), with employer match up to 2% with 50% vested in year 1, 75% vested in year 2, and 100% vested in year 3.

HP's comprehensive benefits package included Employee benefits are during the Start-Up year, $92,380 during the first year, $157,051 in year 2, and $219,443 in year 3.